



Active
Gloucestershire

DIVERSITY ACTION PLAN (2020 – 2024)

Active Gloucestershire

ABOUT US

Active Gloucestershire is a charity and a company limited by guarantee, incorporated on 12th August 2010. The organisation was registered as a charity on 25th October 2010. Whilst our sole operational office is in Gloucester, we operate a flexible working policy, enabling our staff to work remotely when they feel they need to. In addition, our organisational mission and reach extends throughout the county of Gloucestershire.

At Active Gloucestershire, we recognise that physical activity can bring people together and create communities and that it can be a catalyst for change and inclusion. However, we also acknowledge that inequalities around access to physical opportunities exist. Although many sports, physical activity and leisure providers maintain they have an 'open door' policy, this has not necessarily altered traditional levels of participant involvement in physical activity. Indeed, research shows many physical activities suffer from low participation by females, ethnic minority groups, LGBTQ+ groups, low socio-economic communities, disabled people, older adults and young people and that these groups are therefore under-represented.

Our strategy – **we can move**, aims to shape the way in which current and future generations, particularly those who are the least active, are introduced to, experience and value physical activity. With its focus on the least active, strengthening equality and diversity, lies at the very heart of **we can move**. Not only is **we can move** committed to ensuring those who are the least active, many of whom are from disadvantaged and disconnected backgrounds, have an equal opportunity to participate in and enjoy physical activity at all levels and in all roles, but it also recognises that if it is to be successful in engaging the least physically active, respecting, understanding and valuing people's differences is fundamental.

Therefore, as **we can move** builds into a wider social movement, equality and diversity will remain at its very core.

From widening involvement in the movement, by gathering new supporters from across the county, to growing and nurturing its networks by investing in opportunities for collaboration, partnership working and network building and recognising the need for changing structure and governance, **we can move** will continually recognise the inherent strengths and abilities of other organisations and individuals. It is by trusting and investing in others, that **we can move** will realise its objective of reducing inequalities around access to physical activity and getting those least moving more.

Active Gloucestershire recognises that in order to maximise the success of **we can move**, we must embed sound diversity practices in both our internal governing structures and processes and our external reach. Therefore this plan is both internally and externally facing, detailing what we are doing to promote and embed sound equality and diversity practices within our own organisation and also looking at how we are reaching and working with under-represented groups within the **we can move** movement and providing them with greater opportunities to access physical activity.

We currently adhere to the Equality Standard Framework (foundation level) and meet the diversity requirements in the Code for Sports Governance document.

OUR VISION

Our vision is that “everyone in Gloucestershire is active every day”

OUR MISSION

We will unite organisations and people around our vision and enable them to make it a reality

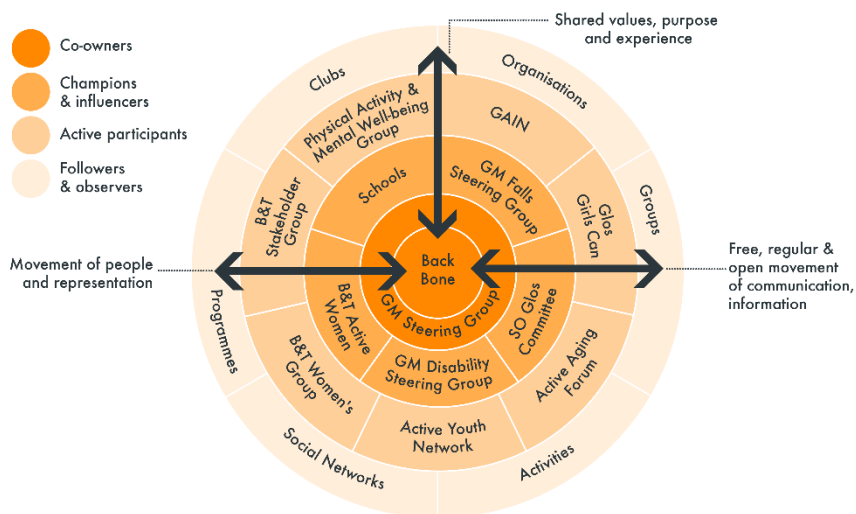
OUR VALUES

We are guided in our work and driven by the following values:

Collaboration: we network, create partnerships and work together

Innovation: we build on what works and look for new ideas

Sustainability: we do things for the long term



Message from our Chair



Whilst the benefits of physical activity are well known, including improvements to physical and mental wellbeing, success at school and work and better social integration, 108,200 people in Gloucestershire, (a fifth of our county,) remain inactive. Research has shown that discrete, short term physical activity programmes are unsuccessful in delivering long term sustainable change.

Our strategy, **we can move**, operates across the whole system in the county, to raise physical activity levels across the county. Sport, fitness, health and education, business, communities, tourism, housing and planning sectors will all collaborate to create an active environment, allowing everyone to integrate physical activity into their day.

In order to deliver **we can move**, I firmly believe that diversity best practice must not only be embedded throughout Active Gloucestershire, from its staff and Board through to its internal governing structures, but that we must also work with and upskill a broad range of partners to get more people in our county, active. By utilising our **we can move** networks to inform our Board and **we can move** council recruitment and attract more diverse candidates, by improving our communication and reporting processes and widening our engagement with a range of **we can move** stakeholders' as well as by investing in the professional development of our staff and our wider workforce, I feel this plan helps us to realise this.

I am making a personal pledge to ensure progress within the organisation is made, especially in areas where advancement has stalled. I know from personal experience, the organisations that achieve their goals and targets are those that attract and keep diverse staff. We can look back at the past twelve months with assurance that progress has been made. 6.25% of our employees identify as LGBTQ+, which falls within the national figure of 5-7%. In addition, 43.75% of our staff identify as female, a figure which is higher than the Sport England gender target of 30 % but is currently lower than both the percentage of females nationally (51%) and within Gloucestershire (estimated 50.9%). 12.5% of our staff are from Black, Asian and minority ethnic (BAME) backgrounds, a figure which is much higher than the percentage of BAME residents in Gloucestershire (4.6%) but that falls just short of the national BAME population (14%).

On our Board, 11.1% of our Board are from Black, Asian and minority ethnic backgrounds (higher than the percentage of BAME Gloucestershire residents, but just short of the national BAME population). 55.5% of our trustees are female, a figure which exceeds the Sport England minimum target of 30% and both the percentage of females nationally and within our county. More progress needs to be made however, to attract and retain those from disability backgrounds and those from diverse age brackets.

We have made progress in relation to our desire to reach diverse and under-represented cohorts in Gloucestershire. Our falls prevention programme designed by **we can move** is reaching out to 6,000 older adults aged 65+ in Gloucestershire, and our Beat the Street programme is inspiring families, schools and businesses to walk, run and cycle around Gloucester. We are also working with a diverse range of stakeholders within Barton and Tredworth, including Islamic and community groups, the City Council and leisure trusts, to really understand what barriers to physical activity residents here face, ensuring they feel supported and know what is available to them. By collaborating with Special Olympics Gloucestershire and Gloucestershire Active Inclusion Network we connect with and better understand the needs of disabled people within the county, enabling us to explore and develop, with them, new and exciting physical activity opportunities. We are also pioneering an innovative 'changemaker' programme, which will build a diverse, informed and connected workforce capable of delivering better support for the least active.

Despite all we have achieved thus far, there is more to do. My commitment to Active Gloucestershire's equality and diversity plan is unequivocal, but I acknowledge that delivering it is only the first step on the journey towards greater equality and diversity within the organisation and throughout the work that we do. To that end, continual evaluation, review and revisions to this plan will be required.

Jan Bowen Nielsen

Active Gloucestershire Chair

Recruitment

How the organisation will attract an increasingly diverse range of Board candidates and staff.	Code for Sports Governance				
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1
Objective: Recruit and retain a diverse Board and staff which broadly reflects the composition of the we can move movement	✓	✓	✓	✓	

	Priorities	Actions	Person responsible	Completion date	Progress
Short term	Review staff, Board and we can move council composition	<ul style="list-style-type: none"> Conduct staff diversity surveys collecting data on protected characteristics Conduct Trustee diversity surveys, collecting data on protected characteristics 	Operations manager Operations manager	Sep 2020 Dec 2020	Completed
	Set Board and we can move council recruitment priorities	<ul style="list-style-type: none"> Evaluate Trustee diversity survey results, identifying gaps and establishing recruitment priorities. Include discussion on cognitive, religious and socio-economic diversity. 	Nominations and remunerations committee and chief executive	Apr 2021	

Medium term

	Upskill our management and Trustees enabling them to select and recruit candidates in an inclusive way	<ul style="list-style-type: none"> Provide management and Trustees with inclusive recruitment skills training 	Operations manager and Board champion	June 2021	
	Raise the profile of Active Gloucestershire as an employer of choice for equality and diversity	<ul style="list-style-type: none"> Share stories of employee or Board diversity work and other equality and diversity accomplishments. Engage with local community and disability groups to establish at least one work placement scheme a year, at Active Gloucestershire. Explore opportunities to participate in diversity accreditation schemes e.g. Stonewall Index or C2E delivery charter 	<p>Marketing team and operations manager</p> <p>Director of physical activity</p> <p>Operations manager</p>	<p>Sep 2021 then ongoing</p> <p>Sep 2021, then ongoing</p> <p>Oct 2021</p>	
	Explore new and diverse recruitment channels and candidate pools	<ul style="list-style-type: none"> Implement a CRM database to facilitate network mapping and contact building. Consult external agencies e.g. Practical Governance, Charity Commission and Inclusive Boards on where to source diverse candidates from and liaise with the we can move council to better understand potential candidate pools within the network. During recruitment drives, utilise we can move networks and engage with movement champions to reach as many diverse candidates as possible. 	<p>Marketing team</p> <p>Nominations and remunerations committee and senior management team</p> <p>Physical activity specialists and project officers</p>	<p>Apr 2020</p> <p>As recruitment drives occur</p> <p>As recruitment drives occur</p>	<p>Completed</p> <p>Young Trustees Movement consulted during young trustee recruitment drive</p>
	Review Board, we can move steering group / council recruitment and induction processes, ensuring they meet	<ul style="list-style-type: none"> Explore current thinking on diversity best practice in recruitment and induction and make recommendations to existing processes. 	Operations manager and Board champion	<p>Jun 2022</p> <p>Sep 2022</p>	

	with diversity best practice requirements	<ul style="list-style-type: none"> Review wider office culture and existing flexible working arrangements to see how these can be improved further to accommodate all staff. 	Operations manager and chief executive		
Long term	Increase age diversity across the Board and we can move steering groups / councils	<ul style="list-style-type: none"> Secure representation from every age bracket between 20-60 (e.g. 20-30 year olds, 30-40 year olds, 40-50 year olds and 50-60 year olds) across the Board, we can move steering groups and councils Create a targeted recruitment strategy which specifically invites applicants from different age brackets Contact various network groups linked to children and young people and older adults and request them to circulate and promote the vacancies 	<p>Nominations and remunerations committee and Board champion</p> <p>Nominations and remunerations committee and Board champion</p> <p>Physical activity specialists and project officers</p>	<p>Apr 2024</p> <p>2021-2022</p> <p>2021-2022</p>	Targeted recruitment strategy compiled for Young Trustee recruitment drive
	Achieve a target of at least 16.7 % disability diversity across the Board and we can move steering groups / councils	<ul style="list-style-type: none"> Create a targeted recruitment strategy which specifically invites applicants from disabled backgrounds Utilise contacts within disability groups including those in Special Olympics and the Activity Alliance to circulate and promote vacancies 	<p>Nominations and remunerations committee and Board champion</p> <p>Physical activity specialists and project officers</p>	<p>Apr 2023</p> <p>2021-2022</p>	
	Monitor the equality and diversity of applicants, so the effectiveness of our recruitment strategies can be determined	<ul style="list-style-type: none"> Analyse and report on the number of disabled, BAME, female applicants, in a set period, along with age and background analysis and benchmark this against the composition of the movement. 	Operations manager	Feb 2024	

Engagement

Ensuring that our organisation's commitment to diversity is communicated through internal practices and externally.

Code for Sports Governance

The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2

The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity

Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1

Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)

Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board

Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board

Objective: Develop our internal practices and external engagement to ensure we transparently and effectively communicate our diversity commitments to staff and Trustees, stakeholders and under-represented groups.



	Priorities	Actions	Person responsible	Completion date	Progress
Short term	Raise the profile of equality and diversity within our organisation and encourage co-ownership.	<ul style="list-style-type: none"> Agenda the diversity action plan for upcoming Board meetings. Raise the profile of equality diversity in our business plan detailing context, objectives and upcoming priorities Ensure project delivery plans identify how networks and partners will develop a voice and that the content of their plans include actions relating to inclusion. Establish an equality and diversity working group to pool expertise and knowledge, steer the diversity action plan, ensuring the attainment of targets. 	Operations manager	Jun 2020	Completed
			Senior management team	Dec 2020	
			Director of physical activity	Dec 2020	
			Operations manager	Mar 2021	Completed

		<ul style="list-style-type: none"> Share our equality and diversity plan and diversity survey results with all staff and Board members and publicly where required. 	Operations manager	Nov 2020	
	Widen our understanding of the under-represented groups we work with.	<ul style="list-style-type: none"> Provide equality and diversity training for Trustees and unconscious bias training, behaviour change and LGBTQ+ awareness training for staff. 	Operations manager	Nov 2020	Completed - Trustees invited to race and unconscious bias training and Tania to LGBTQ training
Medium term	Ensure our communications meet accessibility guidelines	<ul style="list-style-type: none"> Conduct an annual communications audit, reviewing the variety of formats, language and images used in our printed and digital media and how well they will resonate with under-represented groups. Following the audit, make changes/improvements to our communication mechanisms and tools, share these with the team and ensure their consistent implementation across the organisation. Use a diverse range of film and photography across print and digital communications including the Active Gloucestershire and we can move website and social media. Inclusive communications training (whole team) 	<p>Director of marketing and communications</p> <p>Director of marketing and communications</p> <p>Marketing team</p> <p>Operations manager</p>	<p>Dec 2020</p> <p>Jan 2021</p> <p>Ongoing</p> <p>Feb 2021</p>	
	Showcase our commitment to diversity and inclusivity, both internally and externally.	<ul style="list-style-type: none"> Organise and attend community out-reach visits and networking events within the community e.g. places of worship, women's groups and community groups, encouraging co-learning and knowledge sharing. Produce a quarterly equality and diversity newsletter – share internally with staff and Board, and externally with our movement groups, stakeholders and the wider public Publish our annual accounts, governance statement, diversity action plan and equality, inclusion and diversity policy on our website, including updated information on our diversity engagement. 	<p>Physical activity specialists and project officers</p> <p>Operations manager</p> <p>Operations manager</p>	<p>Apr 2021, then ongoing</p> <p>Apr 2021, then ongoing</p> <p>Oct 2020</p>	Completed

Long term	Upskill our county's diverse workforce through the delivery of our Changemaker programme so it can inspire and encourage others to get and stay physically active.	<ul style="list-style-type: none"> • Build informed, connected leaders at every level of the system: develop the leadership skills of the workforce at every level and across all priority groups, including women, BAME groups, lower socio-economic groups, children and young people, older adults and disability groups. • Create a skilled and representative workforce: through the delivery of a range of changemaker programmes, ensure our workforce's technical skills are up to date, as well their understanding of latest behaviour-change and systems-change thinking, so that it can motivate and sustain physical activity, amongst the most inactive and provide them with a progression path towards leadership roles themselves. • Build a connected, diverse workforce committed to increasing physical activity: encourage a culture of networking, co-learning, and knowledge-sharing, and embracing partnerships outside traditional professional boundaries. 	Business and network development manager	Oct 2020, then ongoing	
			Business and network development manager	Oct 2020 then ongoing	
			Business and network development manager	Oct 2020 then ongoing	
	Strengthen our strategic influence within the county, helping to develop equal opportunities for all to access physical activity.	<ul style="list-style-type: none"> • We already engage with key players in the county including the CCG, Public Health, GCC, and the VCS to influence strategy in order to ensure that physical activity and commissioning of physical activity for all, is a key consideration in the planning of services. We will continue to enhance and expand our strategic engagement by cultivating relationships with new stakeholders. • Review our influence at strategic level 	Chief executive	Apr 2020 then ongoing	
			Chief executive	Jun to Oct 2020, then annually	
	Benchmark our diversity achievements and commitments against other organisations	<ul style="list-style-type: none"> • Select and participate in a benchmarking programme e.g. BITC (Business in the Community) 	Operations manager and chief executive	Jul 2023	

Progressing talent from within

A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures

Code for Sports Governance

The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity

Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1

Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)

Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board

Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board

Objective: Upskill our staff and provide them with opportunities to reach their full potential and secure career progression.



	Priorities	Actions	Person responsible	Completion date	Progress
Short term	Assess and meet the training and development needs of staff	<ul style="list-style-type: none"> Survey staff to establish their training and development requirements. Review the results to develop a tailored and effective staff annual training programme. 	Operations manager	May 2020	Completed
		<ul style="list-style-type: none"> Deliver whole team systems leadership training 	Operations manager and chief executive	Jun 2020	Completed - schedule developed to include better writing, conflict management, project management
	Develop informal talent progression channels within the organisation	<ul style="list-style-type: none"> Establish informal mentoring opportunities within the team to allow staff to shadow or learn from other colleagues, particularly those in leadership roles. Use DiSC profile analysis to inform these opportunities. 	Operations manager and chief executive	Apr 2021	Completed - systems leadership training starting in October 2020
			Chief executive	Ongoing	

Medium term

	Evaluate the quality of training provision	<ul style="list-style-type: none"> Following internal training sessions, use evaluation feedback to adapt and improve future training sessions. 	Operations manager	Ongoing	
	Work towards building a more informal and relaxed workplace culture, which supports flexible working and encourages the retention of upskilled staff.	<ul style="list-style-type: none"> Roll out the implementation of our new culture handbook, embedding more informal and relaxed working practices, allowing working parents, or those with disabilities to feel their needs are being accommodated. Ensure the correct technology and infrastructure is in place to accommodate the new flexible working culture including the procurement of new mobile IT appliances and faster broadband. 	Operations manager	Ongoing Sep 2020	Completed - new telecoms system installed allowing staff to pick up their office phones from their mobiles. Home working surveys conducted to ensure staff are comfortable and safe working from home for prolonged periods.
	Identify the longer-term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	<ul style="list-style-type: none"> Conduct appraisals and one to ones with staff to gather information on their specific training needs and requests. Build up a bank of expert training providers across multiple disciplines e.g. governance, finance, writing and leadership, cultivate these relationships and develop work shadowing opportunities with them. Encourage staff to apply for leadership schemes/coaching with external organisations e.g. ACEVO, The Leadership Centre 	Line managers Operations manager Chief executive	Feb-Apr 2021 Mar 2022 Ongoing	
	Prioritising internal recruitment	<ul style="list-style-type: none"> Ensure that all new vacancies are advertised internally, allowing those within our existing pool of talent to expand their skills set and pursue their career goals. 	Operations manager and chief executive	Ongoing	

Long term

As **we can move** evolves, and power and leadership structures grow outside our organisation, allow these new devolved power centres to inform and shape our work as a backbone organisation and seek expertise from movement champions to upskill our staff.

- Establish formal channels within the movement through which information, skills and ideas can regularly be exchanged between movement champions and our staff.

Business development and network manager

Apr 2023 - Mar 2024

Key questions

How does this feed into our broader governance plan?

Our commitment to championing equality and diversity and to delivering this diversity action plan is part of our overall commitment to good governance.

It is explicitly referred to in our business plan, both under the governance and internal policies and systems sections.

We will continue to embed greater equality and diversity through all our policies, programmes and behaviours.

Equality and diversity will also feature in our annual staff training programme as well as in the types of sessions and events run as part the changemaker programme, aimed at upskilling those who work with under-represented groups in the wider community and providing individuals with progression pathways to become leaders themselves.

Who are the key people responsible for the delivery of this plan?

Although the whole Active Gloucestershire team bears some responsibility for ensuring the delivery of this plan, the key people involved in its implementation are:

Jan Bowen-Nielsen (Chair), Tania Hamilton (Board champion for equality and diversity), Tom Beasley (Chief executive), Liz Gaffer (Director of marketing and communications), Louisa Hancox (Business and network development manager) and Geetha Dean (Operations manager)

How will we measure overall success?

1. By achieving the targets and priorities set and completing the actions by the deadlines stated.
2. We will use an equality impact assessment to evaluate the impact of the equality and diversity plan as well as Active Gloucestershire's equality, inclusion and diversity policy.
3. Additionally, we will measure long term success in terms of:
 - how reflective the composition of our Board, **we can move** council and staff is of our social movement
 - how successful we are at getting our various under-represented cohorts including females, low socio-economic groups, children and young people, older adults and disabled and BAME groups, active.
 - how diverse the 'we can move' ladder of engagement becomes.
 - how successful we are, in the long term, at relinquishing control of decision-making and power and allowing the social movement to grow in often unpredictable ways.

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

Our diversity action plan cross references section 2 of the code (People – diversity requirements) as well as section 3 (Communication) and section 1.23 (Board committees).

We have also used the Equality in Sport framework (foundation level requirements) to inform the content of this diversity plan

Operational comments

Following a review of our commitment and to and knowledge of Black, Asian and minority ethnic groups, we have committed to several actions which will take place over the medium to long-term. Further details and dates will be provided as work on delivering these actions and shaping these priorities takes place.

- **Move towards being an anti-racist organisation.** Explore steps other organisations have taken to address their shortcomings and use this insight to design and develop our own bespoke programme of change, focusing on staff recruitment, staff benefits, rewards and recognition, assessments and promotions, meetings and social connection, and learning and personal growth.
- **Improve our insight of Black, Asian and minority ethnic groups across the county.** Undertake a mapping exercise to gather insight on our minority ethnic communities – to get to know who they are, where they live, what their goals and aspirations are and map out the challenges and barriers to participation that they face.
- **As a system leader, shape and influence the priorities of others in the system.** Recommend that the issue of racial equality remains high on the agendas of our stakeholders and partners. Expand our strategic engagement with key stakeholders, to ensure that physical activity and commissioning physical activity for Black, Asian and minority ethnic groups is a key consideration in the planning of services.
- **As a backbone organisation to the movement, support our partners to better understand those they work and serve.** Make funding available to local organisations that wish to undertake training on racial inequality and unconscious bias, so they are better positioned to improve physical opportunities for local Black, Asian and minority ethnic groups.

