

Diversity and Inclusion Action Plan (DIAP)

Phase 1: 2024-2025

Submission and Board / staff briefing

Board Lead: Bryan Jones

Executive Lead: Adrian Leather, CEO



DIAP Introduction from our EDI Board Lead, Bryan Jones



Active Lancashire is the strategic lead for Sport and Physical Activity in Lancashire, connecting and supporting a diverse range of local organisations and individuals to enable active lifestyles. As a Board and a partnership, we are passionate and progressive about engaging our communities and stakeholders to tackle inequalities through more active lifestyles; empowering with the confidence, skills and resources which support all our journeys to physical activity and enabling an inclusive offer which meets the needs of Lancashire's diverse communities.

Our Place based work in leading and facilitating effective partnerships across the county ranges from key influential decision makers, through to community grass roots organisations supported by our own Lancashire Inclusion Network (LIN). As a Trauma Informed organisation, we aim to empower all Lancashire residents to engage in and benefit from sport and physical activity; enabling a happier, healthier and more prosperous life. Our goal is to embed sport and physical activity into all aspects of everyday life with the support of our capable and confident partners.

On behalf of the Active Lancashire Board I would like to commend the work of the partnership in developing and enabling the DIAP Action Plan for 2024-25, which the Board will lead with the core team going forward.



DIAP Overview from our CEO, Adrian Leather



Our DIAP energises the continued commitment of Active Lancashire in tackling inequalities through our work to create a more active and inclusive Lancashire.

Our focus on tackling inequalities, led by our innovative work to engage communities with lived experience enables us to co-create credible and sustainable opportunities for Lancashire residents to overcome barriers to be active. This approach is exemplified through our Internationally recognised work over 10 years: engaging with over 8500 residents in recovery who have accessed and been empowered by our partnerships and services, with over a quarter of our staff team having been beneficiaries of those services. We continue that journey with our focus on staff and beneficiary wellbeing and welfare, our work in leading and championing Trauma Informed practice and our commitment to living our values as an Anti Racist organisation.

We continue to learn, innovate and lead through our collaborative partnerships with the communities we serve, through our [Diversity and Inclusion work](#) and community empower project activity including [Challenge through Sport Initiative](#) and [Rossendale Works](#)



DIAP How is Active Lancashire structured?



Active Lancashire is an independent Charity and a company limited by Guarantee. We were established in 2000 and formally constituted in 2009 with an independent Board of Directors (12 Trustees), gaining Charitable status in 2014.

Our Guarantor is Lancashire County Council, however we are not directed or controlled by the Local Authority. All staff are employed by Active Lancashire independently, with the terms of employment, policies and procedures being independent to Active Lancashire as approved by the Active Lancashire Board.

The Board has approved a 10 Year Strategy (2021 – 31) which is reviewed annually. Our Strategic priorities drive our 5 year rolling Business and Development Plans, with an annual budget and implementation plan, which inform team and individual priorities. There are two Committees; Audit and Finance and Nomination and Remuneration (NR). NR oversee the production of an annual People Plan, which includes a Q3 Review of both Board and staff skills, capabilities and experience, considering their aptitude and future capability to grow and deliver the future business plan (up to 5 years ahead). Proactive consideration is given to enable people with Lived Experience (EDI) to develop their leadership and skills capability to grow the business.

Active Lancashire has approximately 46 team members and a turnover of £5.4M (2023/24).



DIAP Where we want to get to

Our Active Lancashire Strategy [#ADecadeOfMovement](#) narrates our ambition to:

“see a future where every person in Lancashire has access to, and benefits from, a physically active lifestyle. Our goal is simple. Over the next 10 years, we want to understand how we can work together to grow participation across all communities as we know every person can benefit from increased movement. Our pursuit of this goal will never end and our ambition to achieve it is relentless.”

As such there is a recognition that to deliver our Strategy we need to understand and work with systemic, cultural and individual inequalities to achieve our system level step change to enable a more active Lancashire.



DIAP Our model: How we are leading and implementing



Our Diversity and Inclusion Action Plan (DIAP) is a cornerstone for our Welfare and Inclusion Leadership (WIL) group. This group brings together our work to tackle inequalities and improve opportunities for both staff and beneficiaries. This galvanises our data and monitoring capabilities, our workforce development expertise, safeguarding and welfare responsibilities, HR leadership and our staff wellbeing voice. This approach ensures Diversity and Inclusion informs the policies, practices and performance of the organisation as an integral element of how the organisation is planned and functions.

During Phase 1 (2024 -25) our DIAP work will identify and address priority actions, including our 6 High Impact Actions (HIAs) which will build on our existing progress to enable us to achieve meaningful improvements in experiences for all. At the end of Phase 1 we will have our own house in order and will be able to benchmark our performance against the identified needs of our communities more effectively.



DIAP Phase one progress



Summer/ Autumn 2023:

Task and finish group develop plan and priorities

Winter 2023/24:

DIAP Governance structure agreed

Winter 2024:

Welfare and Inclusion Leadership group formed

April 2024:

Board consider final DIAP action plan



DIAP Objectives – how they were developed

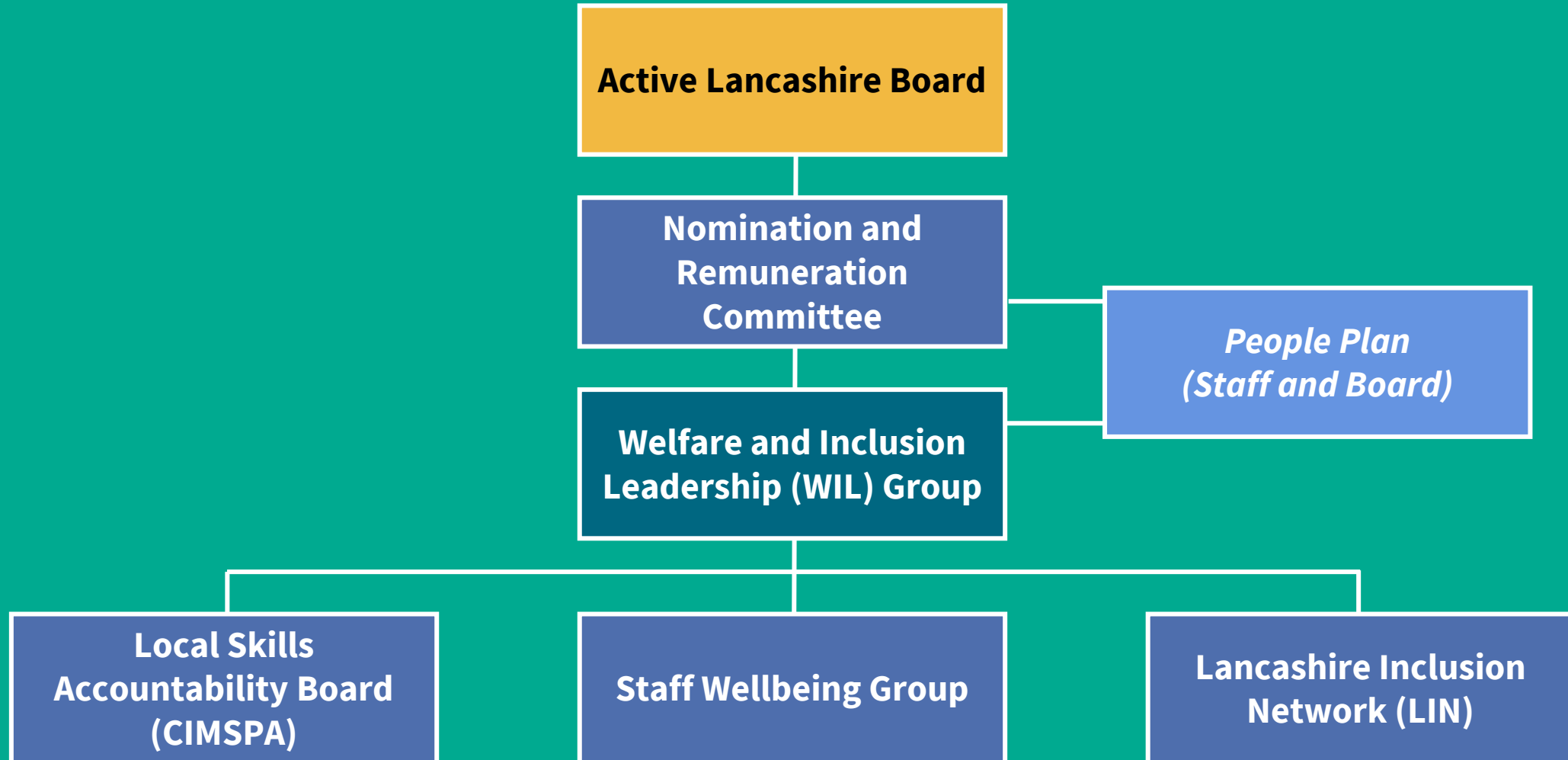


With Board, staff and external partner support, Active Lancashire has supported the development of Diversity and Inclusion objectives including the production of an ambitious DIAP to change behaviours and embed a culture which enables DI both within the organisation and across our partners. In 2023 we established a DI task and finish group (with Board member leadership) with actions that will be taken forward through the WIL group. The working group operated within the following parameters:

- To identify priorities that would enable enhanced delivery of the Active Lancashire strategy
- Development of High Impact actions that would bring the DIAP to life
- Embedding a culture of DI across the organisation through collaboration
- To understand challenges and devise credible solutions and actions

Our 5 key pillars within the DIAP provide a framework for our work with RAG rated and Committee reviewed actions that support our organisational Strategy and a number of emerging leadership activities including our Local Skills Accountability (jointly with CIMPSA), Safeguarding and Welfare Plans and our Lancashire Physical Activity Strategy (jointly with Lancashire County Council).

DIAP Governance Structure



DIAP Active Lancashire Board Statement on DI: Our Commitment to Diversity and Inclusion



At Active Lancashire, we continue to celebrate and uphold our commitment to promoting Diversity and Inclusion (DI), aligning with the principles of the Public Sector Equality Duty as outlined in the Equality Act 2010. This commitment extends across our organisation, encompassing our Board, staff, delivery partners, and the diverse communities we serve. We recognise that fostering an inclusive society requires proactive leadership, activities and a genuine dedication to providing services that are not only relevant and responsive but are also informed by lived experience with sensitivity to individual needs. Our commitment to equality and diversity is woven into the DNA of our Board and team, underpinned by robust policies and procedures designed to safeguard and improve the welfare of children, young people and adults; ensuring equitable opportunities for all. As a Board and team, we are tireless to uphold these principles in every aspect of our work, including our interactions with partners, stakeholders, and our own staff team. Our comprehensive Staff handbook and policies serve as tools for empowerment, fostering an inclusive environment where diversity is celebrated, and every employee is valued and supported in their professional growth and wellbeing.

For Active Lancashire, embracing diversity isn't just a moral imperative; it's a strategic asset and a cornerstone of our values. We acknowledge the inherent strength in embracing diverse perspectives, ideas, and cultures, and we are committed to leveraging these differences to drive and improve our organisational vision, business strategies, and operational excellence. We call upon our Board members, all our employees, and partner organisation to join us in our mission to build a fair and just Lancashire. Together, we strive to create an environment where every individual is treated with dignity and respect, where inequalities are confronted head-on, and where we proactively understand and can support diverse needs and circumstances to unlock the full potential of our amazing people of Lancashire.

To enable our commitment to DI, Active Lancashire commits to:

- Actively work to eliminate discrimination, abuse, harassment, and victimisation through our leadership role and activity.
- Strive to advance equality of opportunity, ensuring that all individuals, regardless of their protected characteristics, have equal access to our services and opportunities.
- Endeavour to foster positive relationships between individuals with protected characteristics and those without, promoting understanding, respect and collaboration.
- Be dedicated to identifying and addressing disparities faced by individuals due to their protected characteristics and lived experiences, striving to remove or minimise these disadvantages.
- Proactively tailor our services to meet the unique needs of individuals from protected groups, acknowledging and accommodating differences where necessary.

In embodying these principles, we state our unwavering commitment to building a society which through our role to increase levels of physical activity in Lancashire and thereby tackle inequalities we are able to celebrate diversity, uphold equality, and champion inclusion as a guiding principle in all that we do.

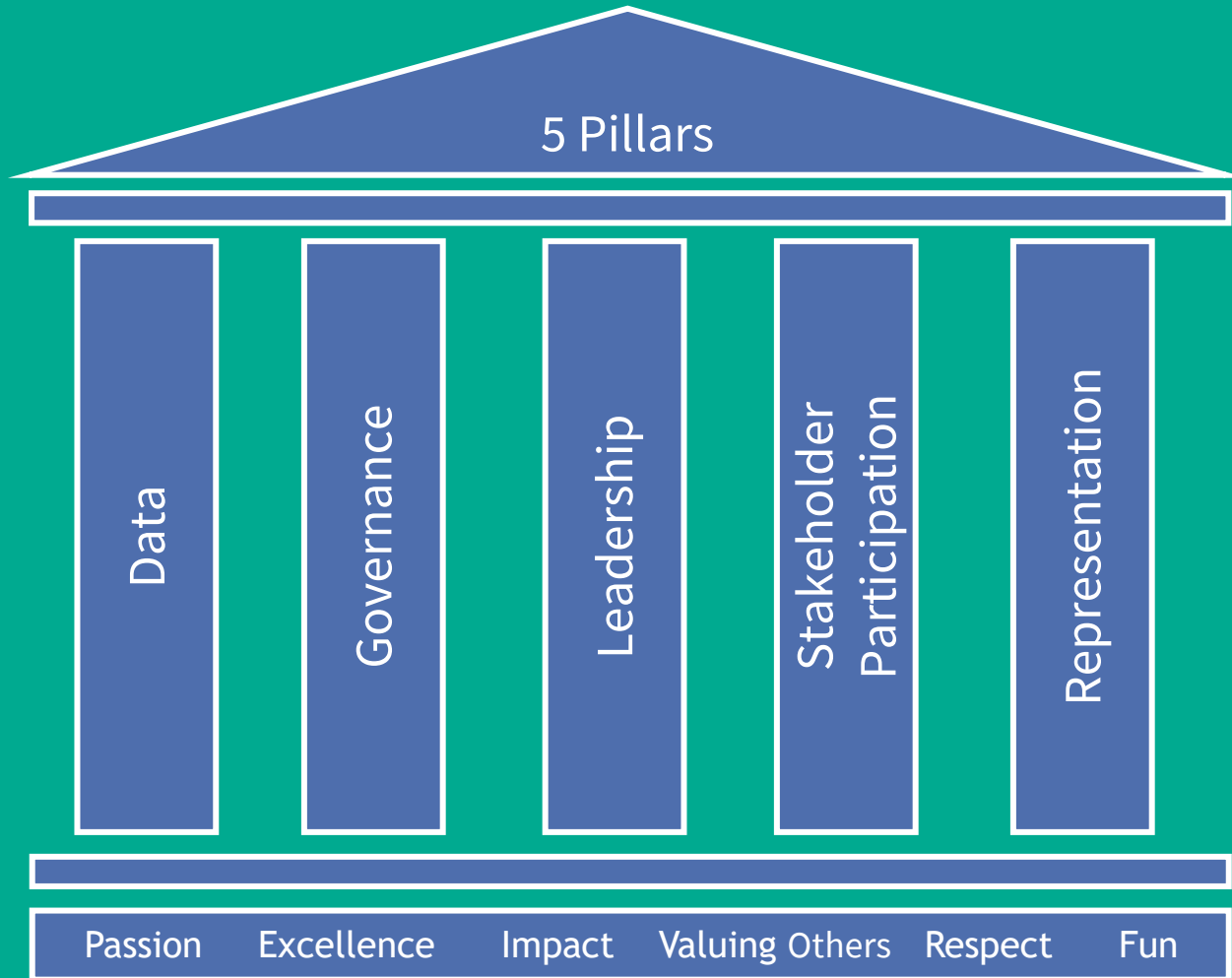
DIAP Our High Impact Values that will bring DIAP to life



To enable the DIAP, the Board has committed to 6 High Impact Actions:

1. All members of the Senior Leadership Team (SLT) to have specific and measurable DI objectives which support the delivery of the DIAP to which they will be individually and collectively accountable;
2. We will enhance and extend our fair and inclusive recruitment processes and talent management opportunities that target under-representation and lack of diversity within our Board and staff team;
3. We will improve monitoring of Board and staff team profiles to inform and develop opportunities that enable improved representation, contribution and recognition of lived experience, diversity and difference;
4. We will work in our sector leadership role to develop and implement an improvement plan to understand and address inequalities within the sector workforce;
5. We will further enhance and implement our induction, on boarding and development programme for all staff so that they remain well informed and connected to understanding the contribution and value provided through diversity and difference;
6. Through our communications and practices we will champion an environment that promotes the conditions for diversity, inclusion and difference to be understood and valued.

DIAP EDI Framework



DIAP Five pillars theme - Data



Gathering meaningful data and intelligence is the bedrock of our work at Active Lancashire. We intend to increase the quality of our research and insight in order to benchmark, contextualise as well as better identify, understand, and evidence local, regional, and national trends whether they be workforce diversity, health indicators, community needs, which will allow us to ‘paint the picture’ of life in Lancashire.

With this clearer picture, Active Lancashire will be able to identify opportunities, challenges, collaborative working, and areas of development that will assist us in delivering our strategy.



DIAP Five pillars theme - Governance



Good Governance led by our Board determines the priorities and behaviours of our Active Lancashire team. By embedding our DIAP into our Governance we are confident that the organisation has Diversity and Inclusion at its heart.

The Board will monitor our progress through quarterly reports from the Welfare and Inclusion Leadership group that will report on progress against the DIAP.

Through our external stakeholder group (Lancashire Inclusion Network) we will continue to share our progress and seek both opportunities and challenges to ensure we remain fresh and focused.



DIAP Five pillars theme - Leadership



Effective internal and external leadership is central to our ambition to implement proactive culture and social change in support of DI within Active Lancashire and our stakeholder and delivery networks.

Phase 1 of our work on DIAP will focus on our internal journey with Phase 2 being about transferring and upscaling what we learn and are able to facilitate into partners and their networks.

To enable dispersed leadership across the organisation we will utilise the collective power of our Board and our whole team, enabled through our Welfare and Inclusion Leadership group to ensure that we embed DI across the organisation.



DIAP Five pillars theme – Stakeholder Participation



Stakeholder engagement and collaboration with individuals and organisations across Lancashire we recognise will be the critical success factor in enabling a successful outcome to our DIAP work.

We will build on our ‘Place Based’ and stakeholder networks approach to ensure we create a meaningful and inclusive dialogue which supports the socialization of our DIAP priorities, but also allows us to connect with allied themes where we have shared goals and ambitions including:

- Our work with Sport England Place Partnerships
- Local Skills and Accountability Board (CIMSPA)
- Our Clubs and Coaches networks
- Our Trauma Informed and Lived Experience Network
- Lancashire Inclusion Network
- Social Prescribing partners and networks

We have also committed to ensuring that DI features in our Stakeholder Conference in 2024.

DIAP Five pillars theme – Representation



Being representative of the communities we serve as a team and through our work as an organisation enables us to maximise the opportunities and leverage the experiences of our communities to achieve the ambitions of the Active Lancashire strategy and benefit our stakeholders in delivery of their priorities.

Our work particularly about developing, empowering and supporting a team that is reflective of our wider communities is critical to an effective Board, staff team and partner network and informs our People Plan.

We will continue to celebrate, communicate and share the value of diversity, inclusion and difference internally and externally to attract people of all backgrounds to be part of our organisation and our social movement to #ActivateLancashire



DIAP Action Plan 2024-2025



Strategic Priority	Ambition	Person(s) / Dept responsible	Timescale	What will success look like / Measure(s)
1. Data	1.1 Distribute and complete Board and staff DI surveys. Board and staff recruitment and succession plans informed by insight and discussion	Company Secretary / Research & Insight (RI) Team / HR lead	Q3 2024 (Annual cycle)	Increased engagement with research (target 100%) Data and analysis shared and reflected upon (Board / Team) Insight used to inform Recruitment / Succession plans (Q3 Review) Data published in our annual report
	1.2 Improve Place Data and insight to inform focus and targeting of future development work and funding applications. Ensure PA Strategy approach reflect DIAP ambitions	RI Team / Marcomms	Ongoing	DI data and insight feature in Place profiles Development and funding bid prioritisation reflects DI evidence DI statistical informs and supports communication Use of data and insight to shape focus/project work by the LIN
	1.3 Improve our DI evidence base and extend our insight	RI Team / CEO / Marcoms	Q2	Visible and accessible statistics in communications
	1.4 Measure and benchmark our recruitment process data against regional and national data	HR lead	Q3	Benchmark, analyse and contrast data (Q3 review / People Plan) Board to approve data informed recruitment targets to address diversity gaps for future team and Board makeup
	1.5 Communicate the recruitment and current Board / staff team data externally, together with progress towards Board agreed target	RI team / Marcoms team	Q4	Annual report on progress to target

DIAP Action Plan 2024-2025



Strategic Priority	Ambition	Person(s) responsible	Timescale	What will success look like / Measure(s)
2. Governance	2.1 Board profile meets the mandatory requirements of Sport England's Code of Sports Governance (Tier 3)	CEO / ELT	Q1	Board representation and diversity targets met
	2.2 Create an ambitious DIAP	CEO / WIL group	Q1	Agreed and signed off by Board Agreed and signed off by Sport England
	2.3 Revise DI Board Statement and brief / task team	CEO / HR lead	Q1	Revised DI Statement signed off by Board Board and Staff team briefed (Team Development Day) 6 High Impact Actions reported against at Nomination and Remuneration Committee
	2.4 Standing EDI item on HR Committee agenda	HR lead	Quarterly	Progress on HI Actions reported Progress narrative provided including links with Welfare and Inclusion Leadership (WIL) group Committee commissions an annual report to the Board
	2.5 Lancashire Inclusion Network to report into Welfare and Inclusion Leadership group Be a Champion and convener for organisations working in support of DI to encourage intersectionality awareness and collaboration	CEO / TaAF (Sport England Place Partnership) lead	Quarterly meetings of LIN Q2	Terms of Reference for the group agreed Network members identified and onboard Meetings held Projects established LIN Contributes to the Active Lancashire PA Conference

DIAP Action Plan 2024-2025



Strategic Priority	Ambition	Person(s) responsible	Timescale	What will success look like / Measure(s) (RAG)
3. Leadership	3.1 Establish DI as a theme within the Welfare Inclusion Leadership group	CEO	Q1	Terms of Reference agreed Group members identified Meetings held and minutes recorded
	3.2 Embed DI across the organisation through development of High Impact Actions	CEO / Marcomms	Q1	Brief Board (Agenda item), Team (Development day)
			Q3	Embed High Impact Actions into team work plans and appraisals
			Q4	Revise DI website area with revised Board statement and Policies linked to People Plan Promote insight and learning from Annual Report through communications
	3.3 Identify DI Champion to embed DI from the board down	Board Chair/ CEO	Q1	Board champion appointed and associated leads within WIL group
			Q4	Board Champion leads annual report discussion at Board
3.4 Revise our onboarding and development policies	HR lead	Q3	Annual review and development of our recruitment, onboarding and developmental policies and pathways for volunteers / Board members / staff to enable inclusive teams that support our ambition for an inclusive workforce which informs our People Plan	
3.5 Influence others through our partnerships and commissions	WIL group	Quarterly	Review our partnerships, relationships and commissioning activity to enable opportunities that support our DIAP ambitions to create an inclusive workforce, opportunities for all and that celebrate our diverse communities.	

DIAP Action Plan 2024-2025



Strategic Priority	Ambition	Person(s) responsible	Timescale	What will success look like / Measure(s) (RAG)
4. Stakeholder Participation	4.1 Lancashire Inclusion Network (LIN) established	CEO / TaAF (Sport England Place Partnership) lead	Quarterly Q2	Terms of Reference for the group agreed Network members identified and onboard with priorities of DIAP LIN reflects on Place based data and insight to develop a series of actions and priorities that feed into the Lancashire PA Strategy
	4.2 DI Theme within Active Lancashire annual physical activity and health conference	RI team / LIN / Marcomms	Q2 2024	Data and insight feeds into the key messaging for the PA Conference Sharing of LIN priorities and case studies Launch of Lancashire PA Strategy which references the challenges and opportunities for DI and the sector
	4.3 Enable engagement and connection of the DIAP with allied themes through WIL	WIL group	Q1 2004	Connect and inform the DIAP agenda and focus through engagement with stakeholders including: <ul style="list-style-type: none"> • Our work with Sport England Place Partnerships • Local Skills and Accountability Board (CIMSPA) • Our Clubs and Coaches networks • Our Trauma Informed and Lived Experience Network • Lancashire Inclusion Network • Social Prescribing partners and networks

DIAP Action Plan 2024-2025



Strategic Priority	Ambition	Person(s) responsible	Timescale	What will success look like / Measure(s) (RAG)
5. Representation	5.1 To champion the mandatory requirements of Sport England's Code of Sports Governance (Tier 3) at Board and team level	Board Champion / CEO	Q1	Led Board and team level discussions about recruitment / representation and diversity, including review of progress and targets with Board informed by our People Plan policy and targets
			Q4	Promote DI through Annual Report and DIAP return
	5.2 Revise Recruitment / onboarding / development policies and practice for Board members and staff	HR lead	Q3	Annual report to Nomination and Remuneration Committee on effectiveness of processes and proposed improvements including targeted advertising and engagement, coaching and mentoring, celebration of successes and acknowledgement of areas for improvement
	5.3 Work with CIMSPA to develop the Local Skills Accountability Board to enable pathways which support DI	Skills Lead / Marcomms	Quarterly	Updates to WIL group on improvements and developments Celebration and promotion of opportunities to target groups
	5.4 Opportunities that promote internal development	Donna Brennand / Amanda Forrest	April 2024	EDI themes embedded into staff programme of support and training, with supporting plans, policies and practice as outlined in our People Plan

DIAP Looking forward to Phase 2



In the period April 2025 - March 2026 (year 2), we will build on progress; by this point we expect the Lancashire Inclusion Network to be fully integrated within our EDI ambitions and be informing some of our work in tackling discrimination and inequalities. We anticipate through our focus on the 6 High Impact priorities and our leadership to create better co-designed programmes with our partners we will be able to evidence impact on a range of measures and celebrate this through our annual report.

We will ensure that visibility of DI within our workforce (staff, Board, volunteers) and associated planning has a higher visibility in year 2, with Active Lancashire being able to celebrate success and share learning.

In the period April 2026 - March 2027 (year 3), we expect that a culture of DI be embedded within Active Lancashire and at the forefront of our strategies and day to day operations. We will continue to review our work, our workforce diversity, the DIAP itself (ongoing) with a track record to understand trends and mapping opportunities over years 1-3. We look forward towards a longer term strategy for DI involving all stakeholders as part of our learning and improvement organisational culture.

Protected Characteristics: Latest data from Board and Team



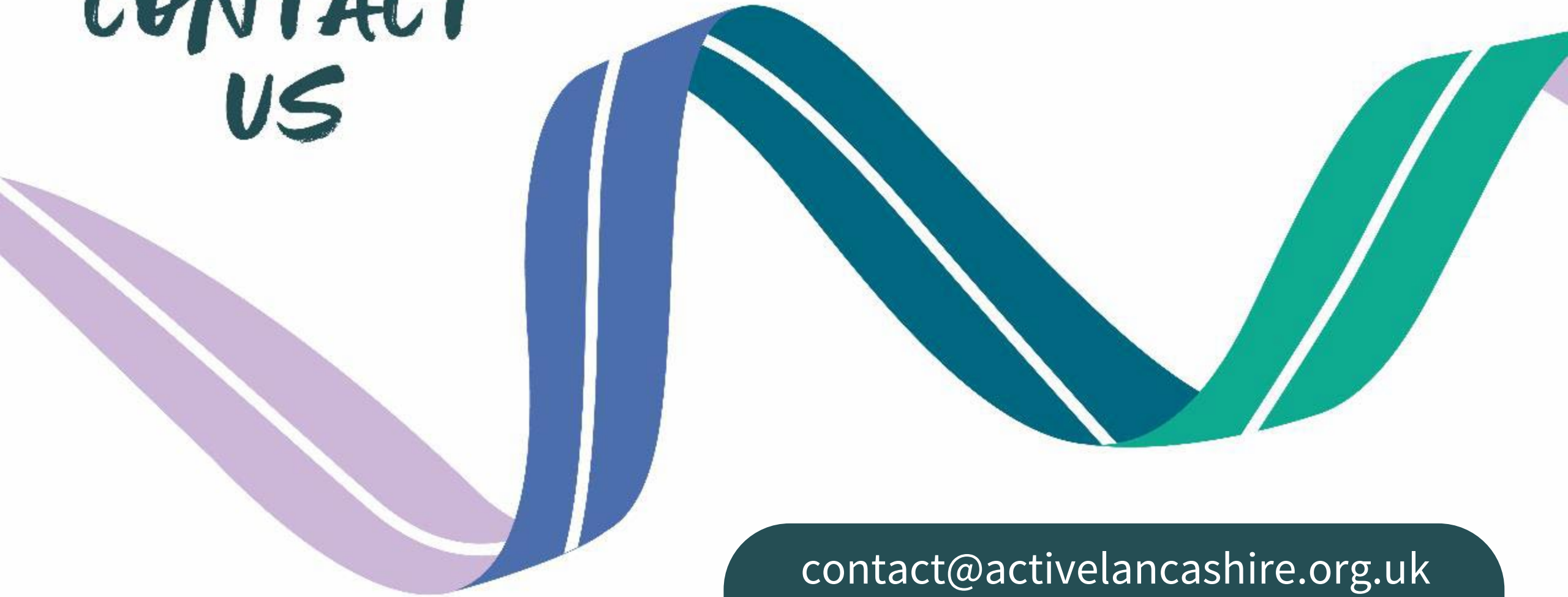
Appendices:

- Active Lancashire Equality, Diversity and Inclusion Staff survey (Aug 2023)
- Active Lancashire Board Skills Matrix and Equal Opportunities data (Oct 2023)

Key Insights:

- There is an incomplete return of data from the Team and Board; we do not know why and need to investigate
- Our Board meets the requirement of the SE / UKSport code of practice for diversity (third of each gender)
- We need to consider collecting further information on Long Term Conditions as well as disability
- We need to undertake further research to differentiate roles and DI within the organisation
- As a team our turnover rates are low, however our Board turnover rates are high; we need to focus on areas where we can create opportunities and build for the future
- Our lived experience profile has limited visibility in our profiles; we need to consider how our data collection tells that story better
- Staff are not engaged with the contribution of the survey to our plans and strategy; we need to tell that story better

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Active Lancashire Equality, Diversity and Inclusion Findings

Survey Results

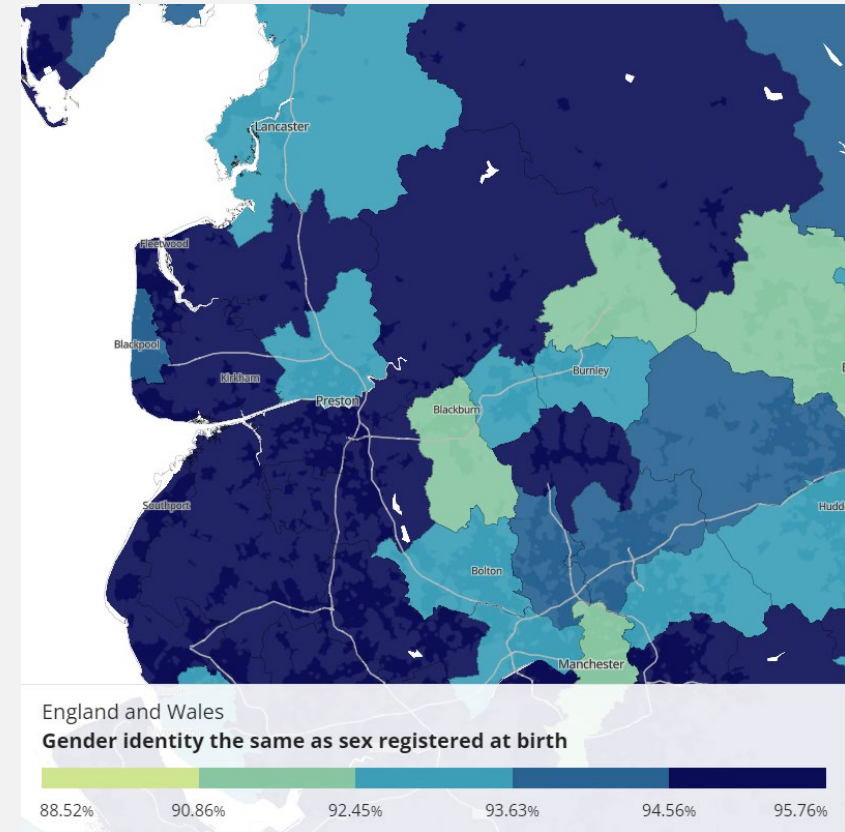
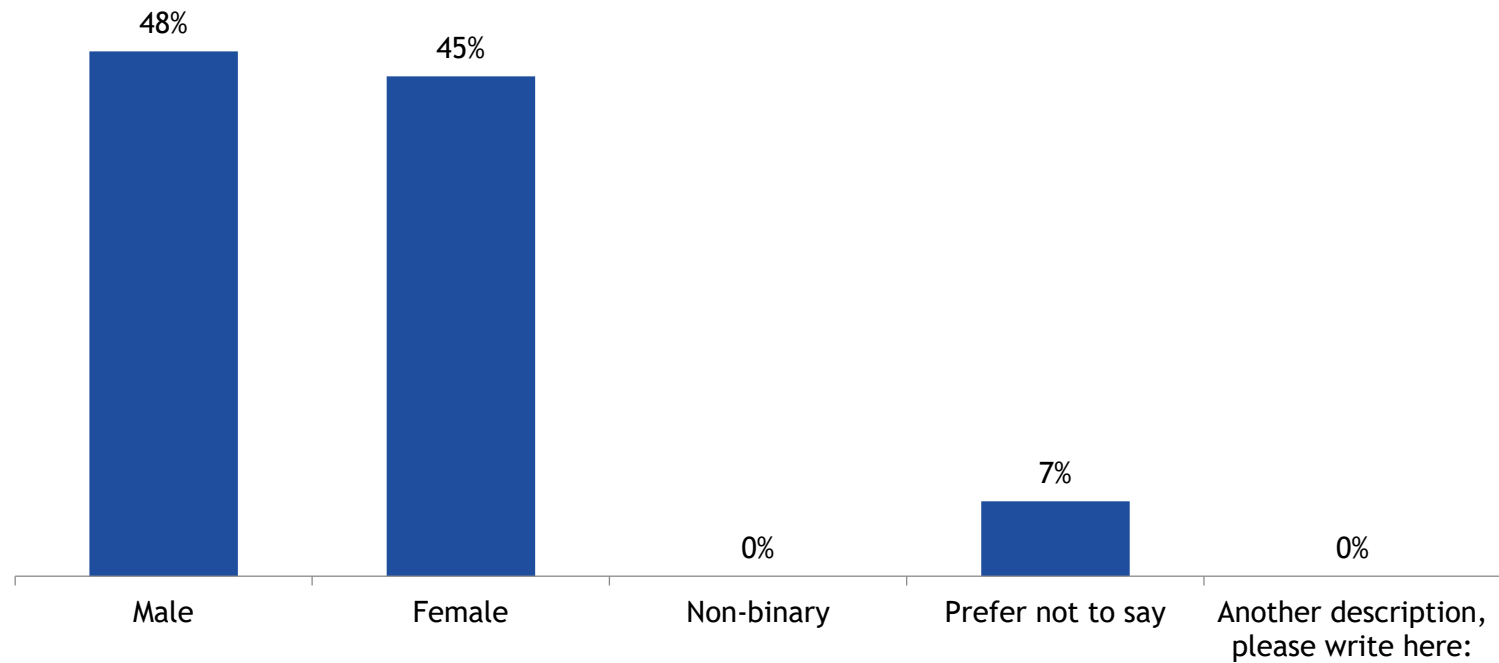
August 2023



Gender



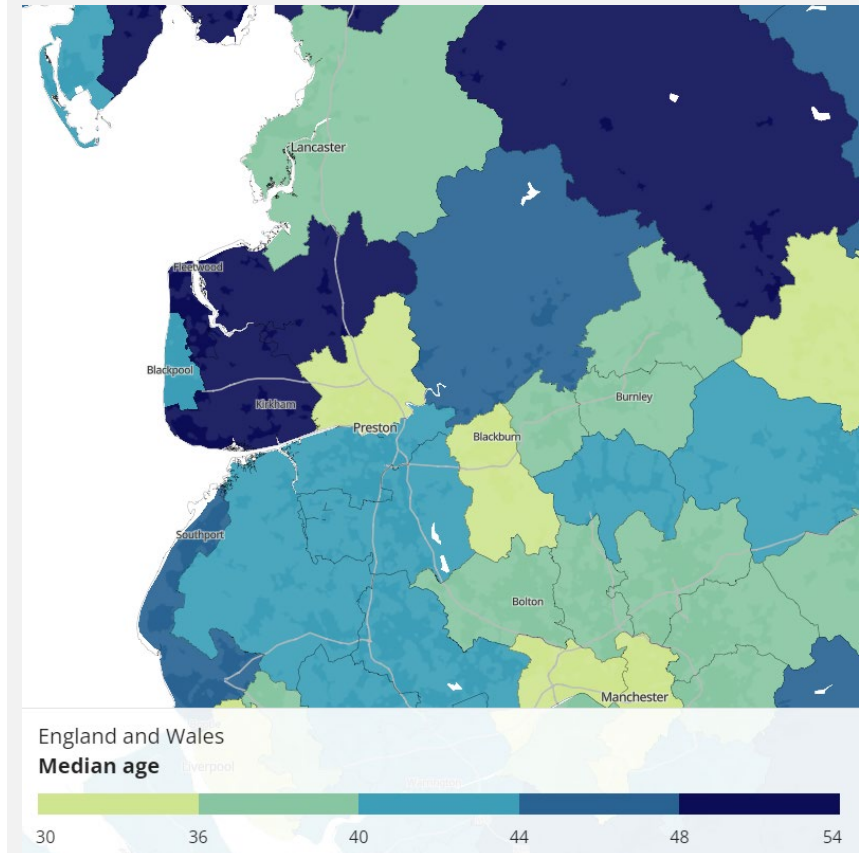
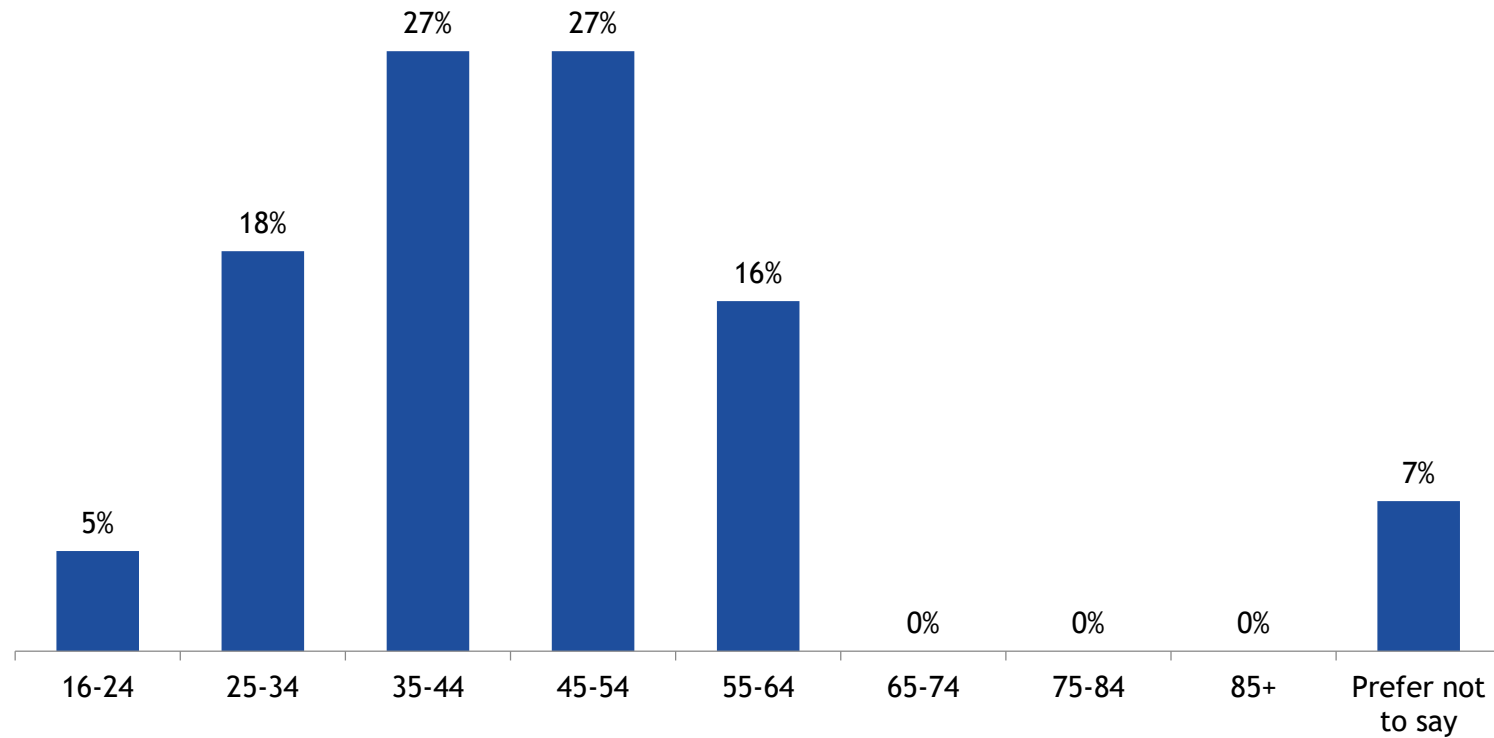
I would describe my gender as



Age



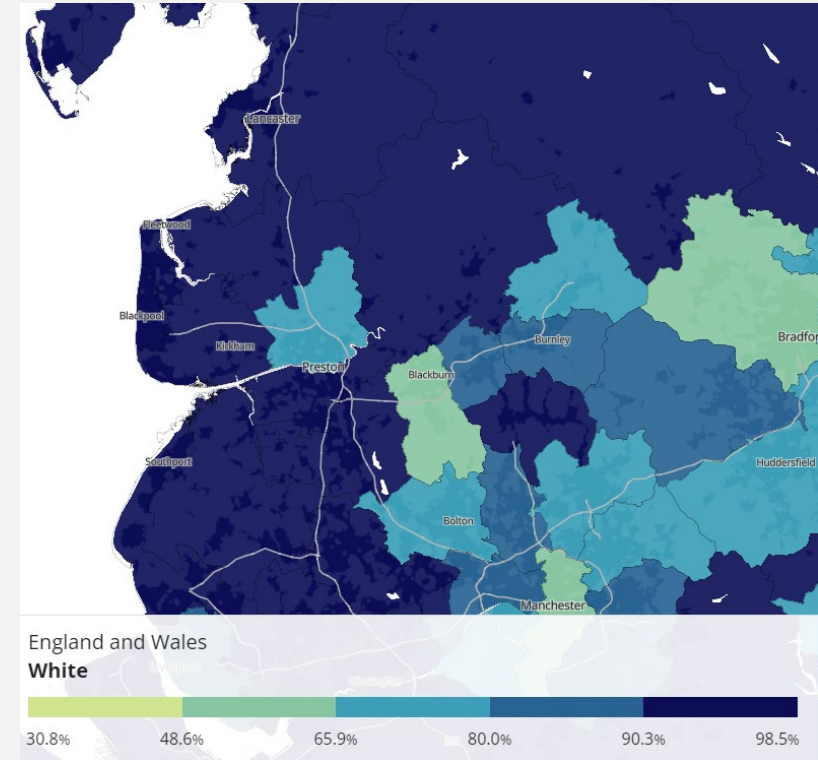
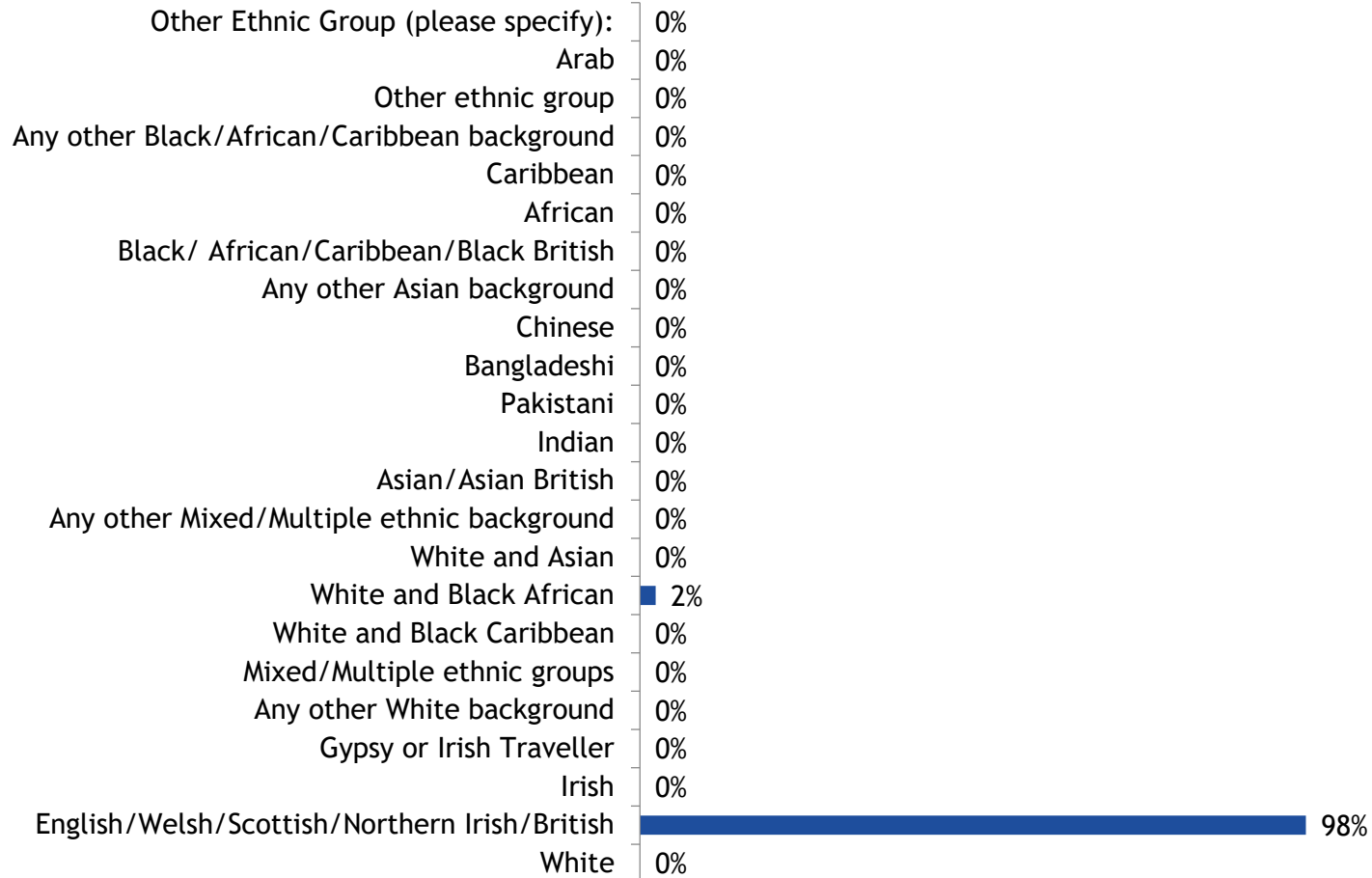
What is your current age?



Ethnicity



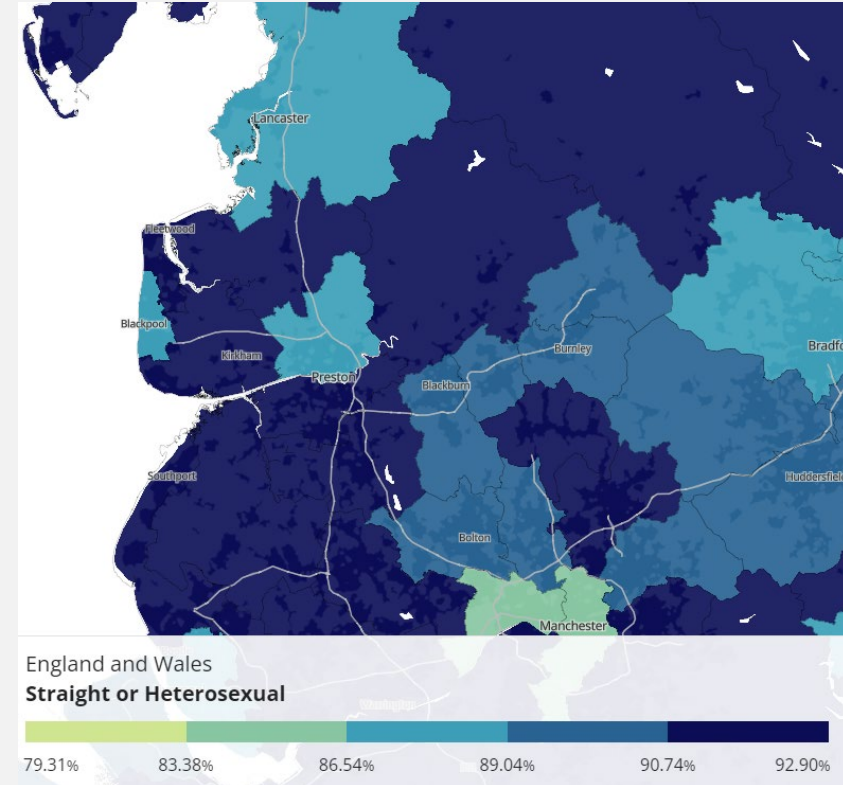
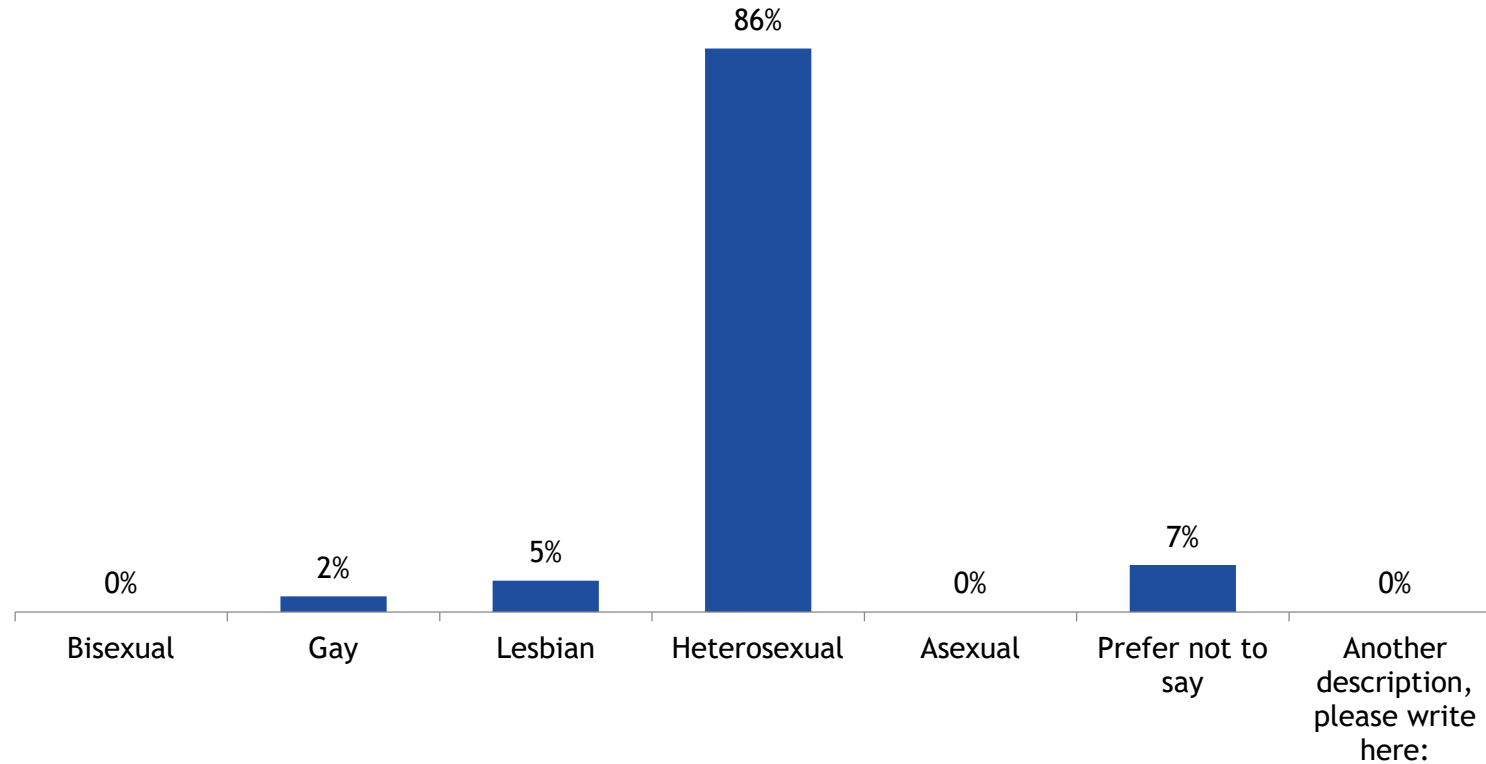
What is your ethnic background?



Sexuality

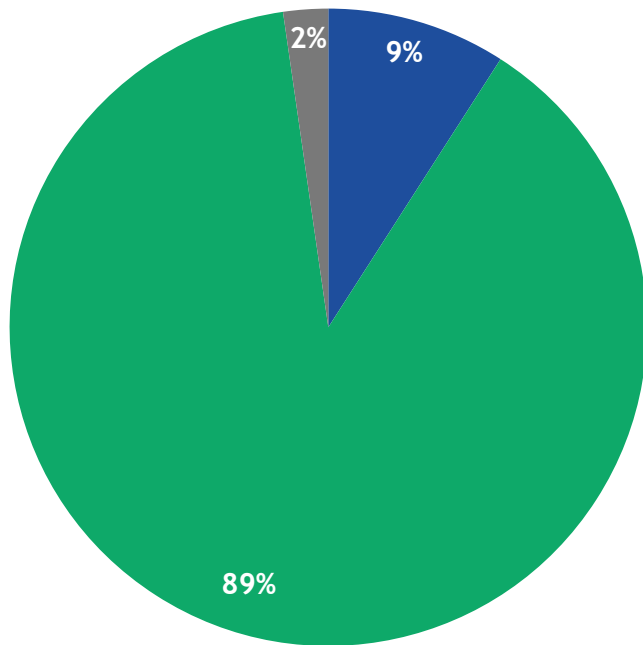


Which of the following best describes your sexual orientation?

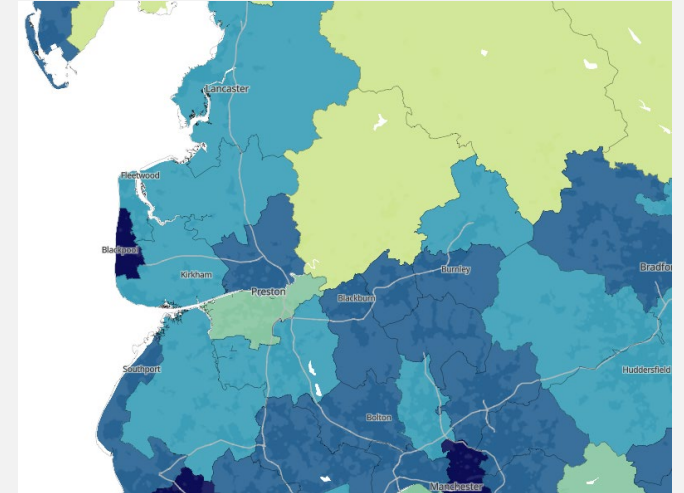


Disability

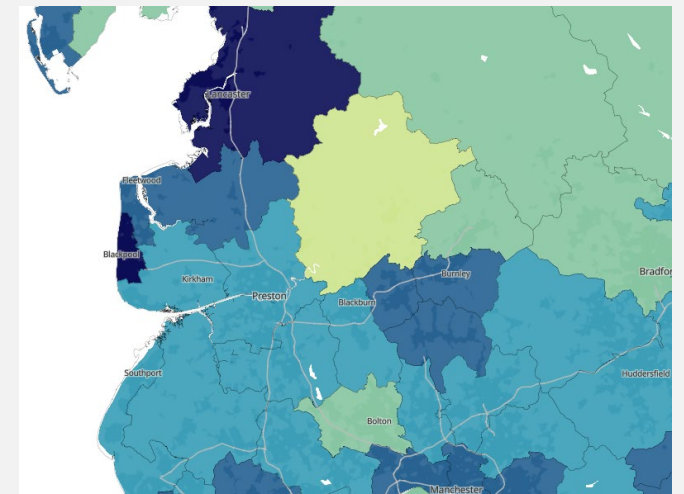
Do you consider yourself to be disabled under the Equality Act 2010?



- Yes
- No
- Prefer not to say



England and Wales
Disabled under the Equality Act: Day-to-day activities limited a lot

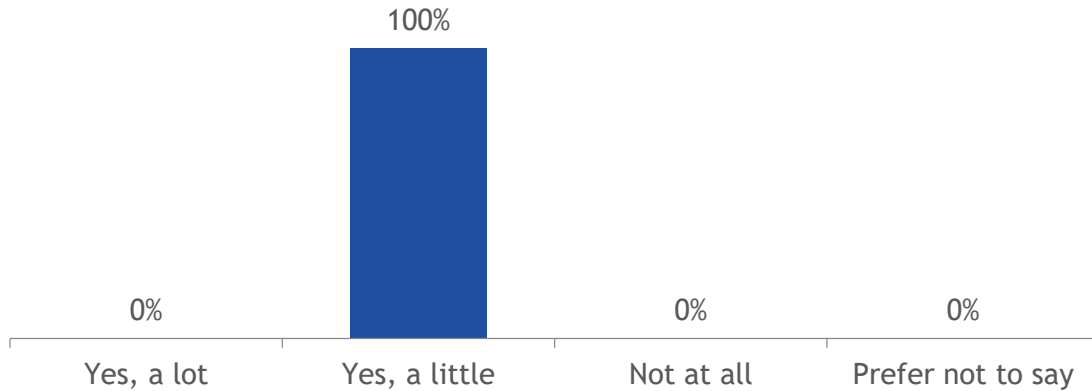


England and Wales
Disabled under the Equality Act: Day-to-day activities limited a little

Disability



Do any of your health conditions, impairments or illnesses have a substantial effect on your ability to do normal daily activities?



Mobility

Hearing

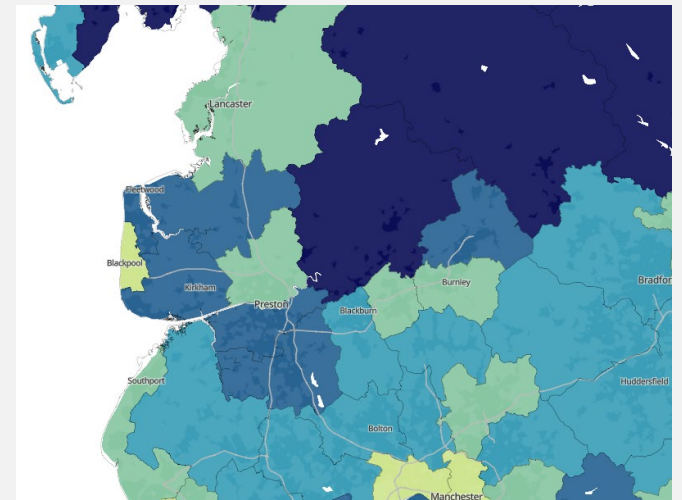
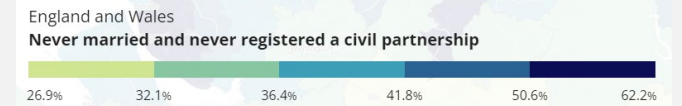
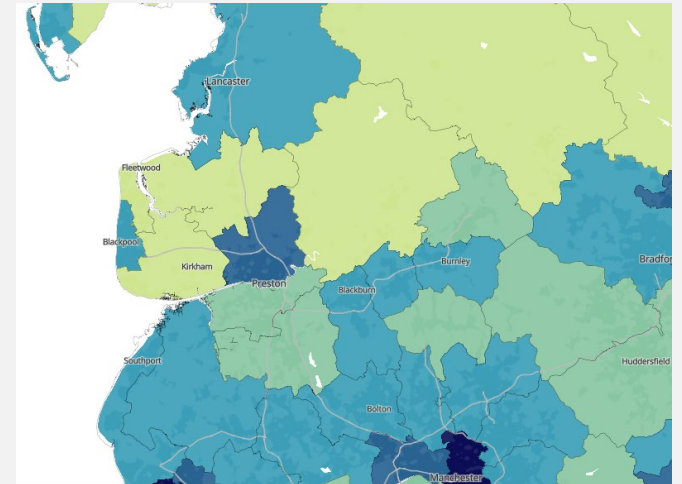
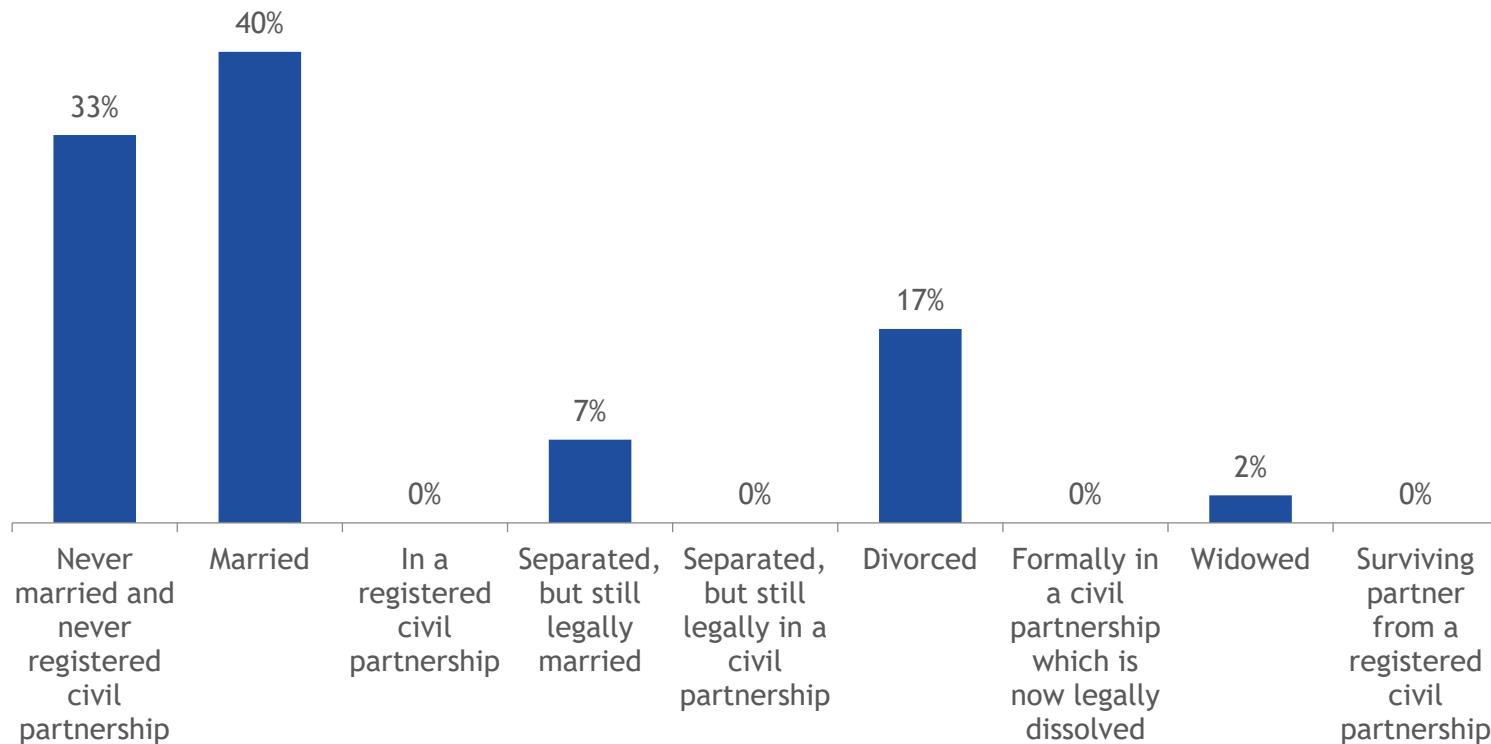
Mental health

Key Messages

- Three disabilities have been identified within the organisation being mobility, hearing and mental health.

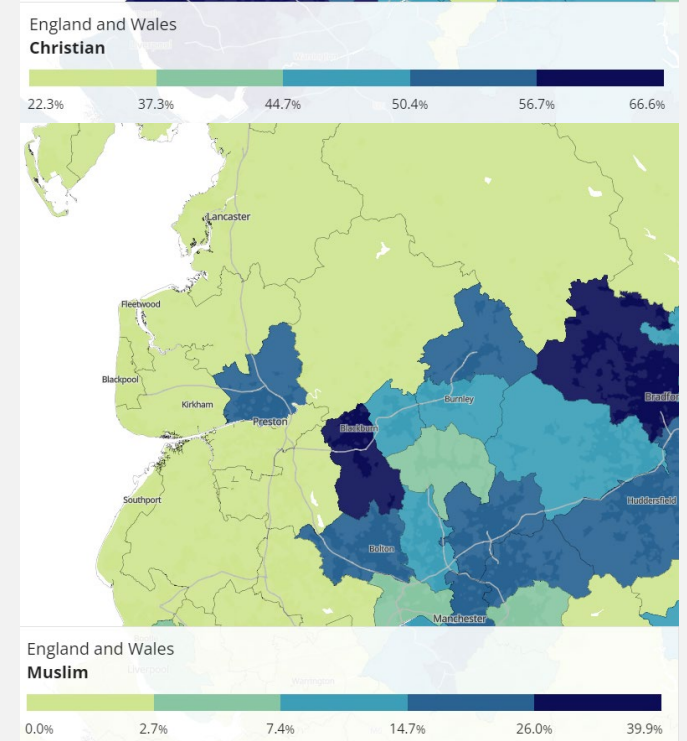
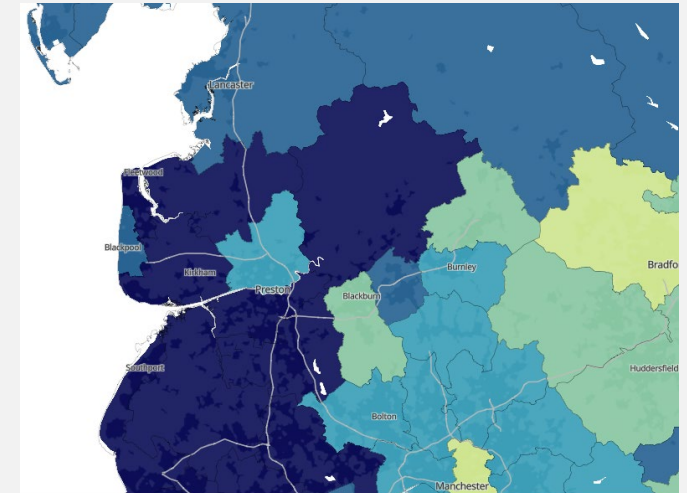
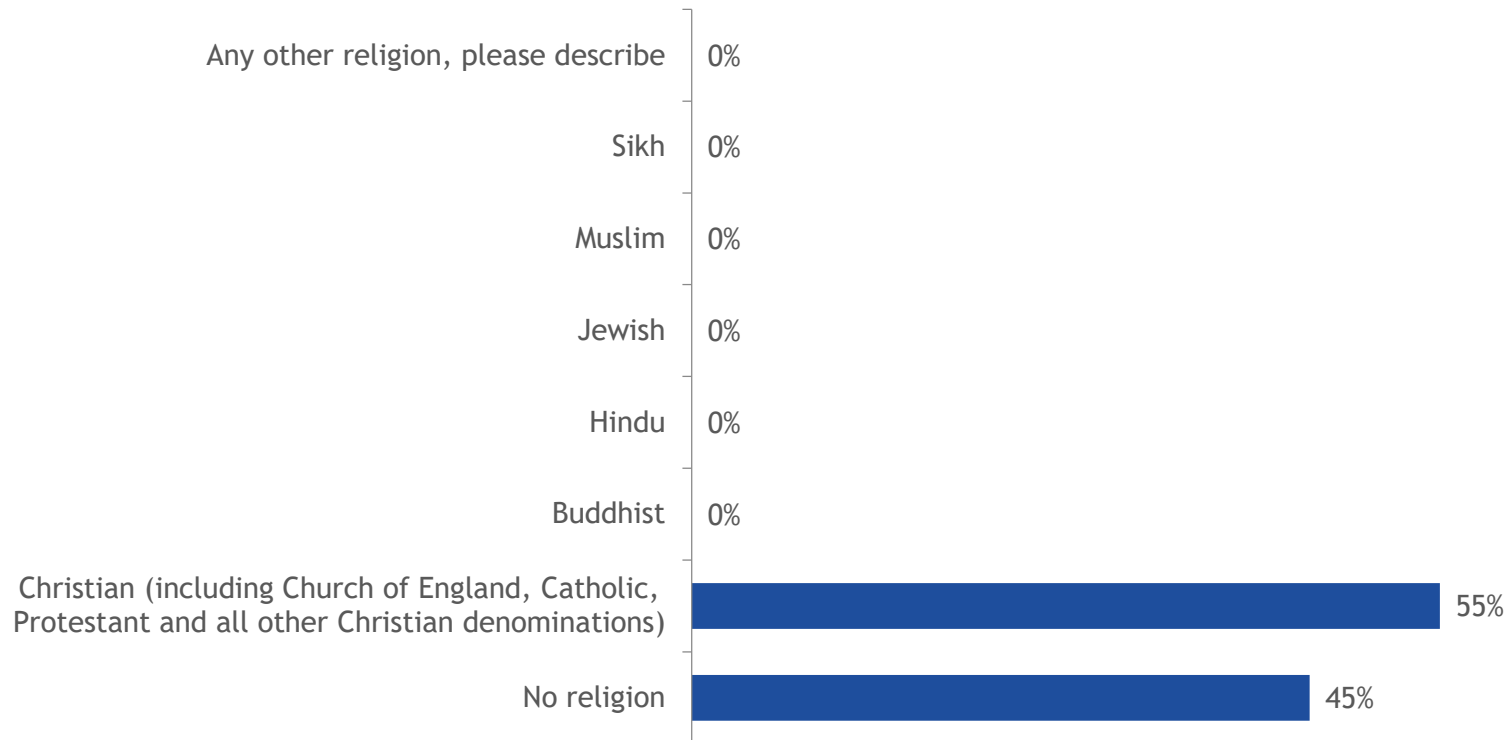
Marital or Civil Partnership

What is your legal marital or registered civil partnership status?



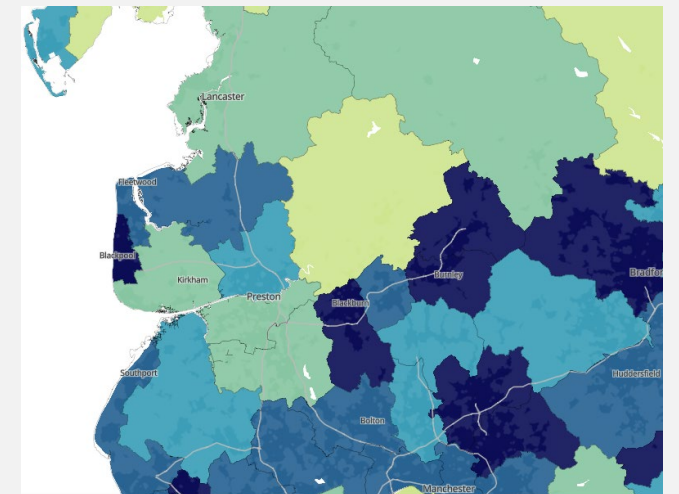
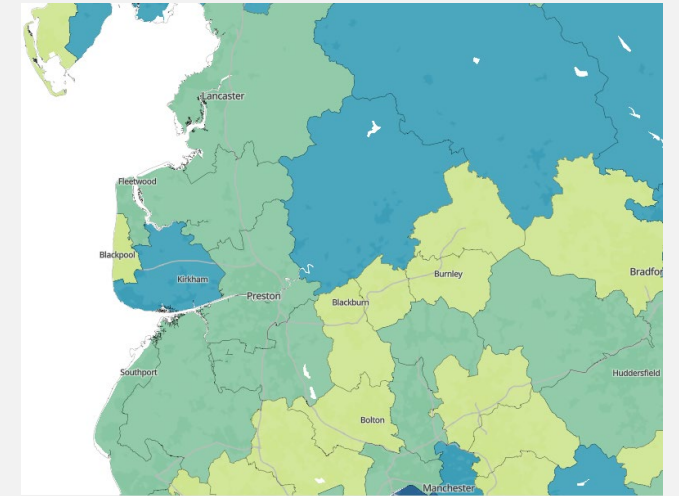
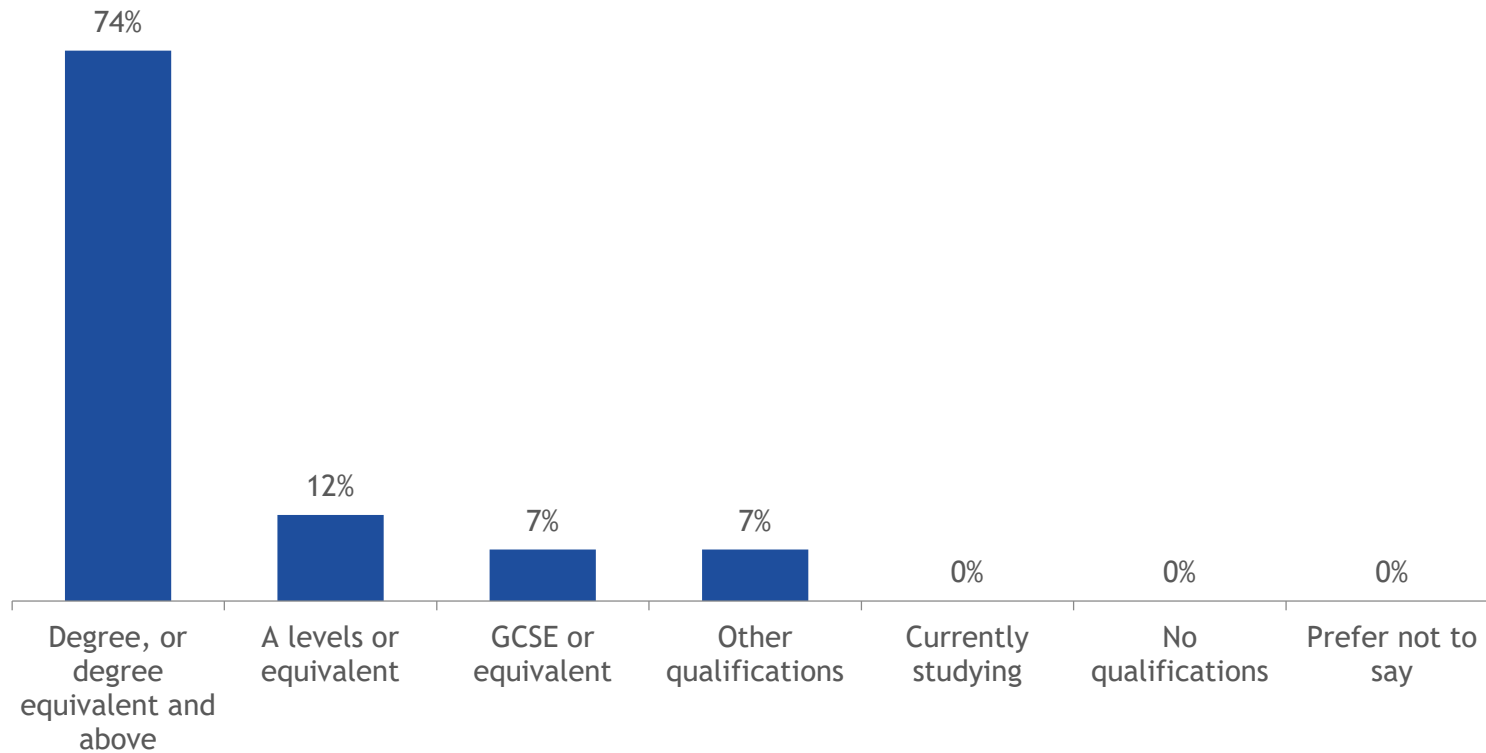
Religion

What is your religion?



Highest Education

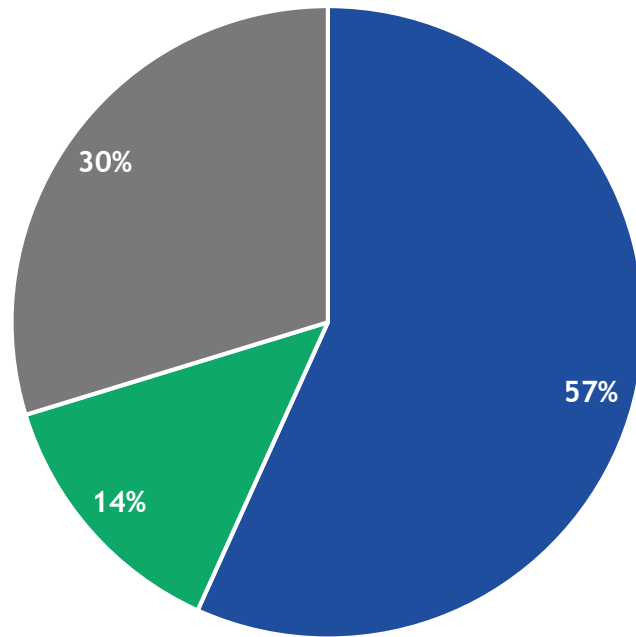
What is your highest educational attainment level?



Historic Household Earner



Socio-Economic Background



■ Professional Background ■ Intermediate Background ■ Lower socio-economic background

Key Messages

- Over half of the workforce is from a professional background based on their main household job role at the age of 14.
- 30% of the workforce is from a lower socio-economic background with 14% from an intermediate background.

Active Lancashire Board Skills Matrix & Equal Opportunities



Skills Matrix



Skills	Little or no competency	Partial competency	Good competence	Advanced competence
Audit and Risk	10%	20%	70%	0%
Commercial	0%	50%	50%	0%
Competitive Sport	10%	20%	30%	40%
Equality, Diversity & Inclusion	0%	10%	70%	20%
Finance	10%	50%	40%	0%
Governance & Risk	0%	10%	80%	10%
Grassroots Sports	10%	50%	10%	30%
Human Resources Management	0%	60%	40%	0%
Legal	10%	50%	40%	0%

Skills Matrix

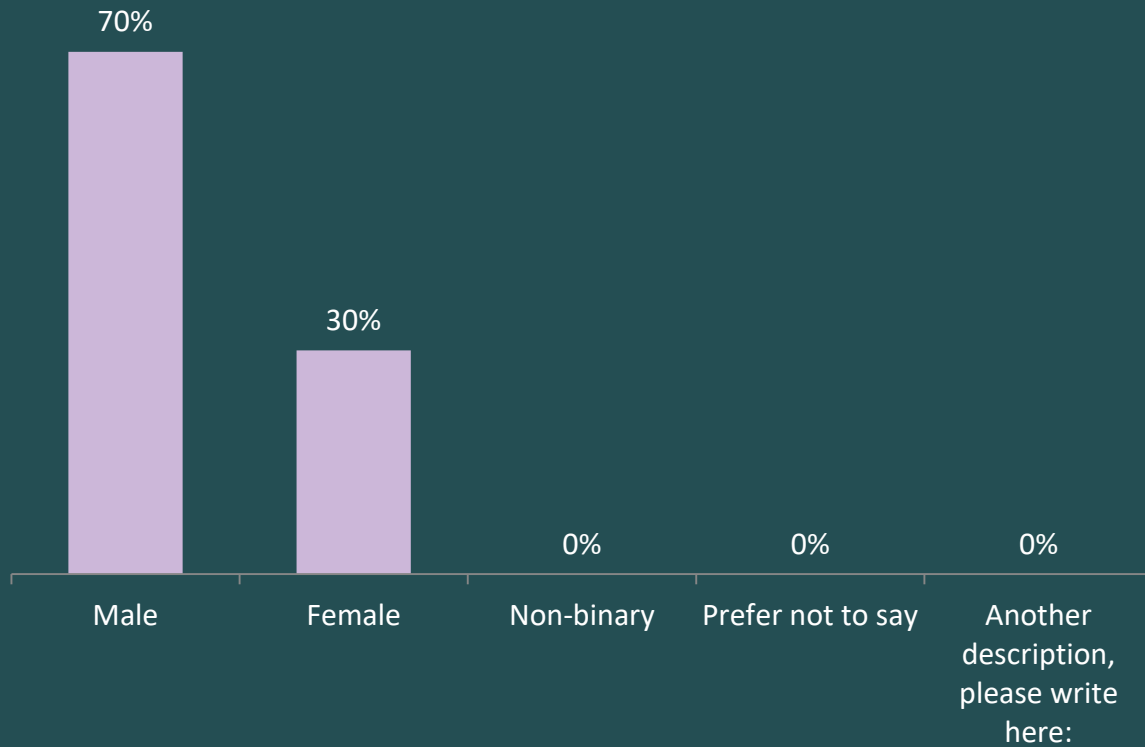


Skills	Little or no competency	Partial competency	Good competence	Advanced competence
Marketing	10%	20%	50%	20%
NED/ Board Experience	0%	20%	60%	20%
Population Health	0%	40%	50%	10%
Private Sector	0%	50%	50%	0%
Project Management	0%	30%	50%	20%
Public Sector	0%	40%	40%	20%
Stakeholder Management	0%	30%	40%	30%
Strategy	0%	20%	30%	50%
Third/ Voluntary Sector	0%	30%	60%	10%
Transformation	0%	40%	30%	30%
Workforce	0%	30%	50%	20%

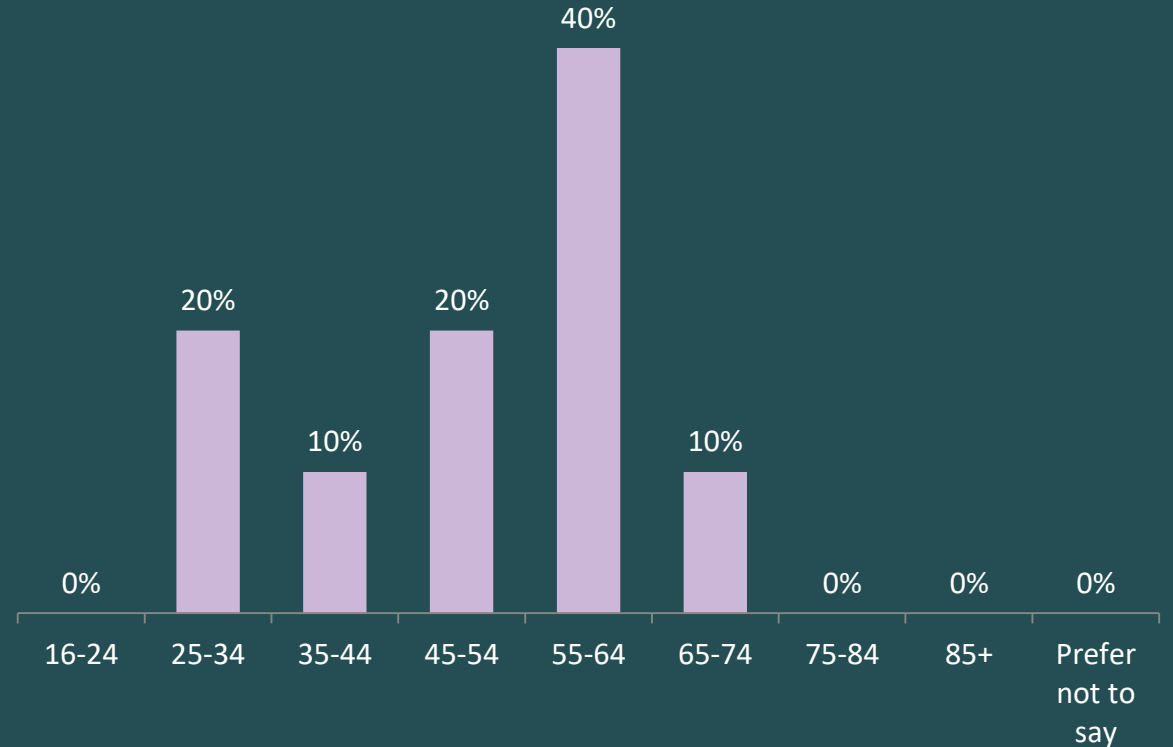
Equal Opportunities Survey



Gender



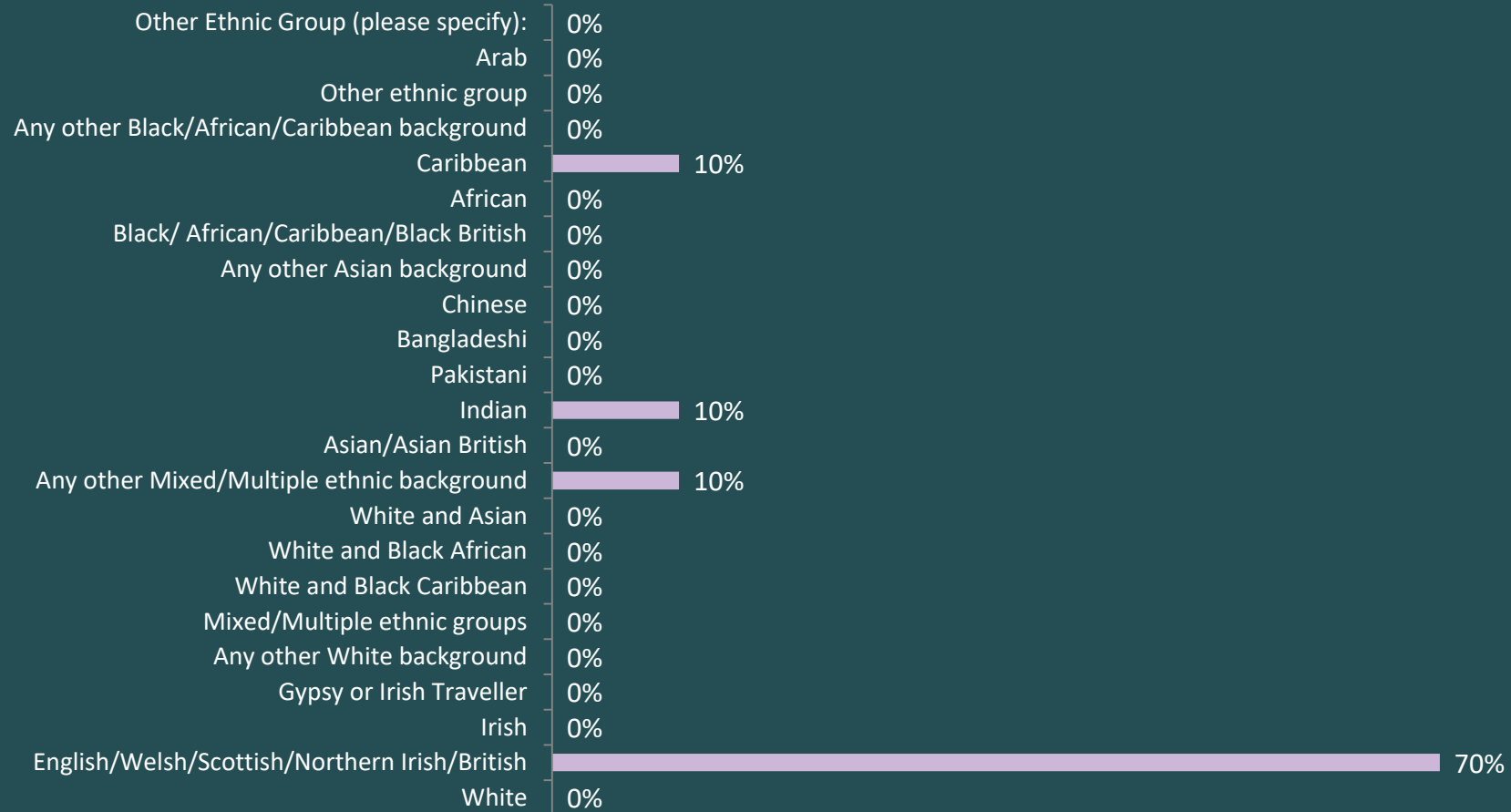
Age



Equal Opportunities Survey



What is your ethnic background?



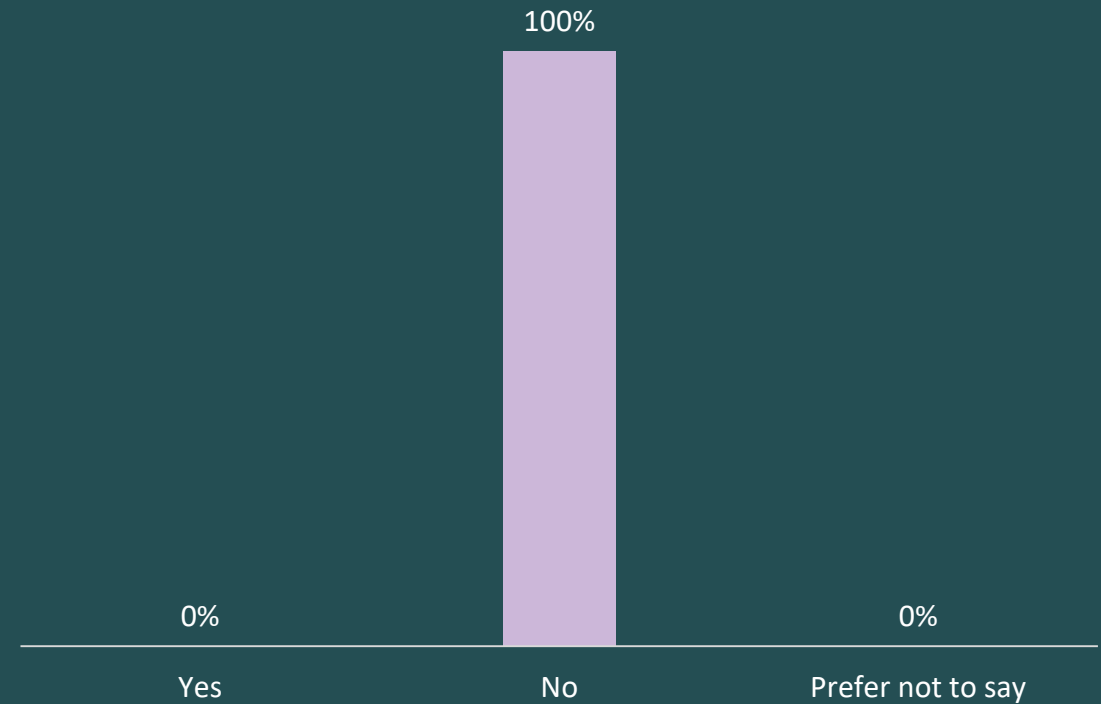
Equal Opportunities Survey



Which of the following best describes your sexual orientation?



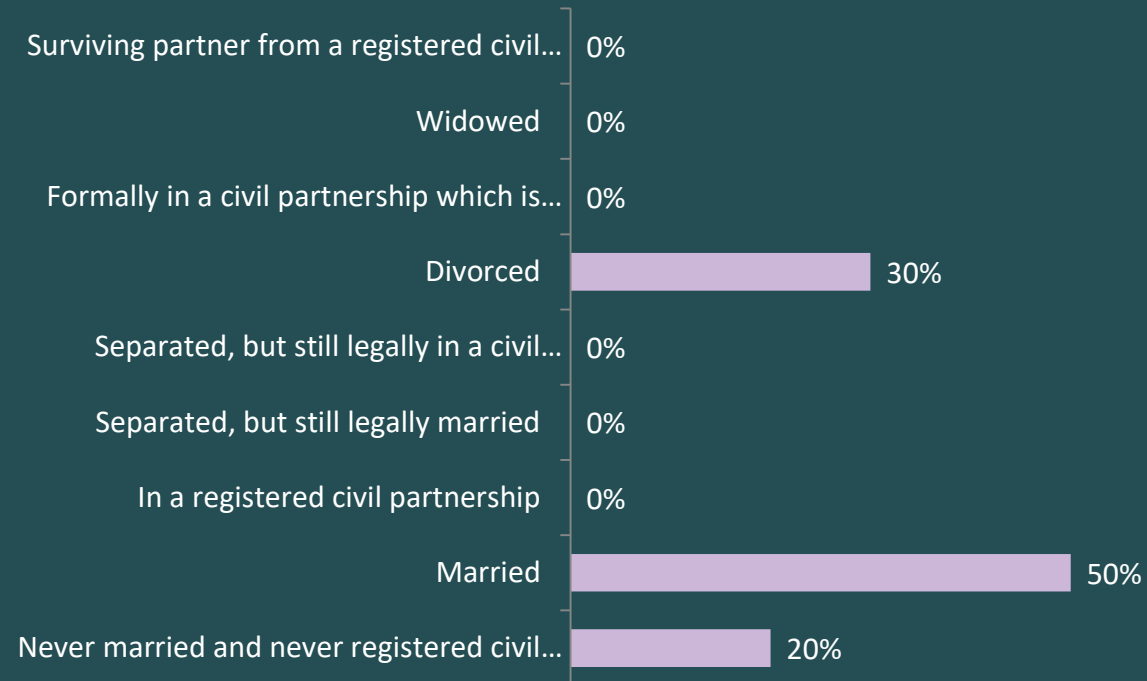
Disabled under the Equality Act 2010



Equal Opportunities Survey



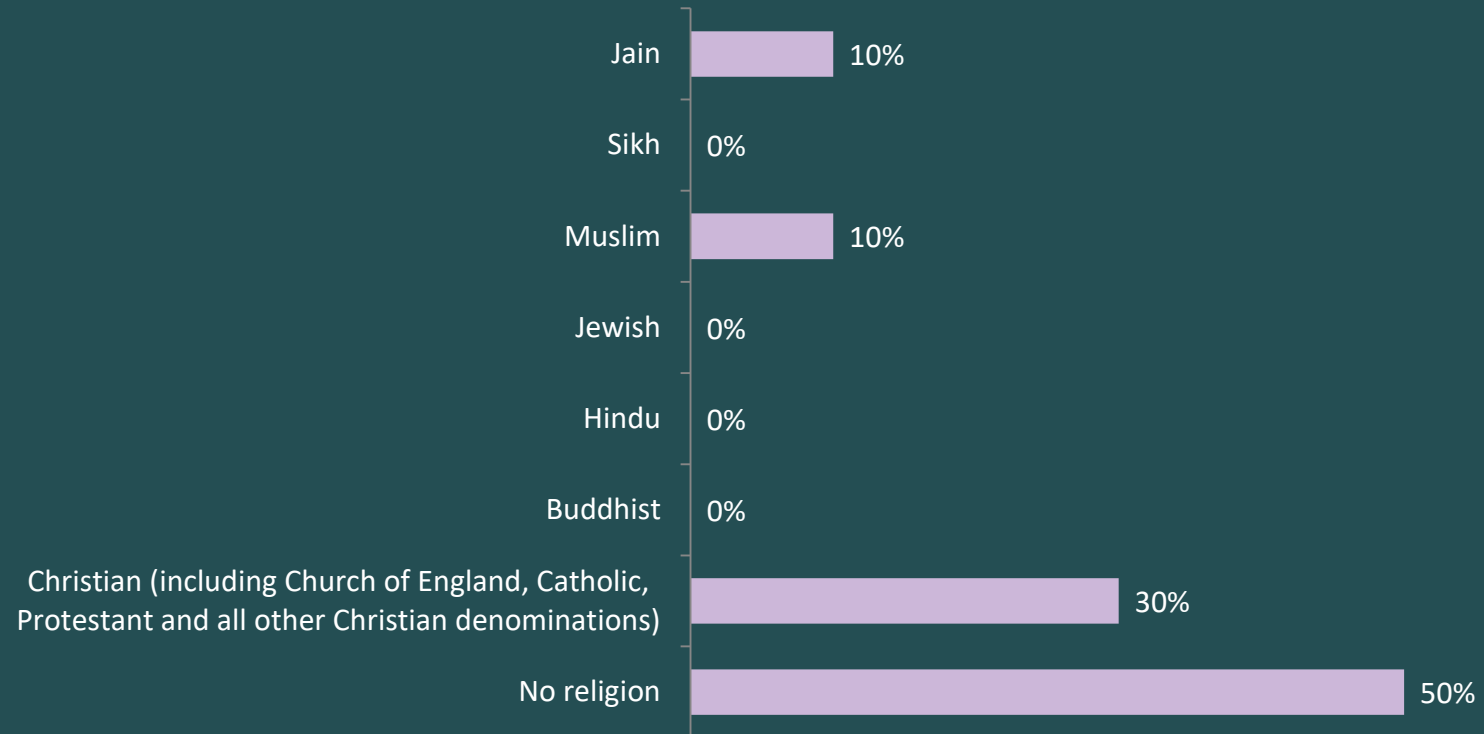
What is your legal marital or registered civil partnership status?



Equal Opportunities Survey



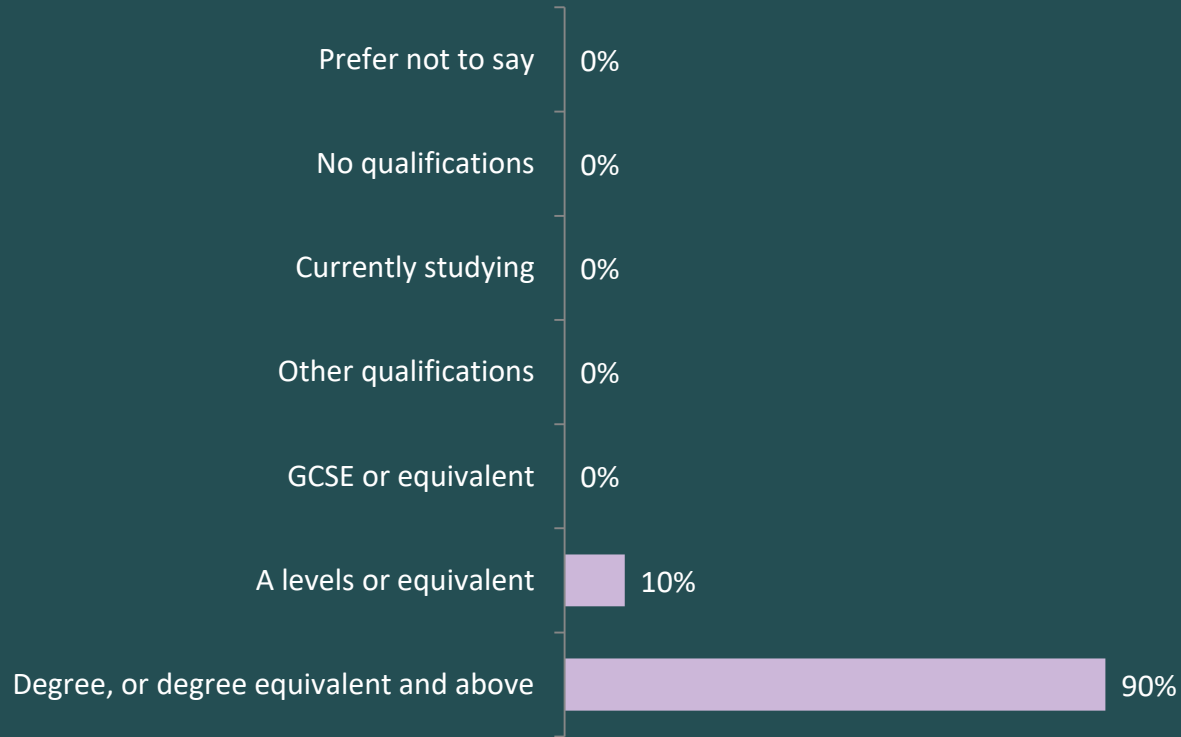
What is your religion?



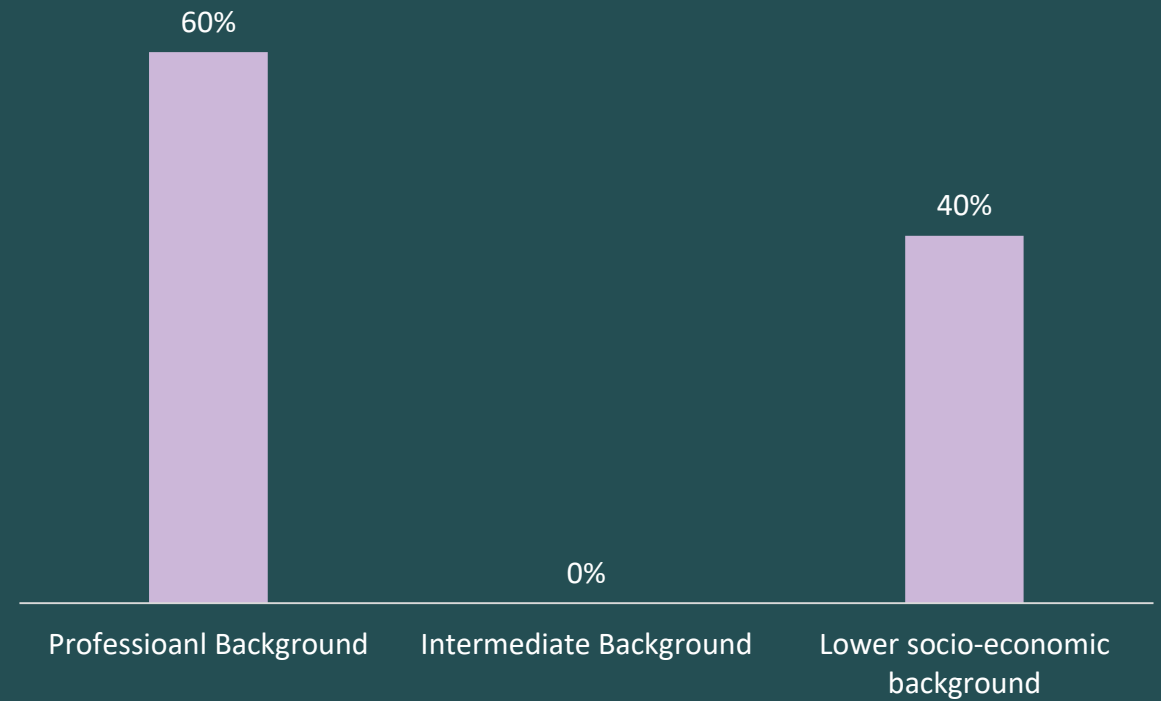
Equal Opportunities Survey



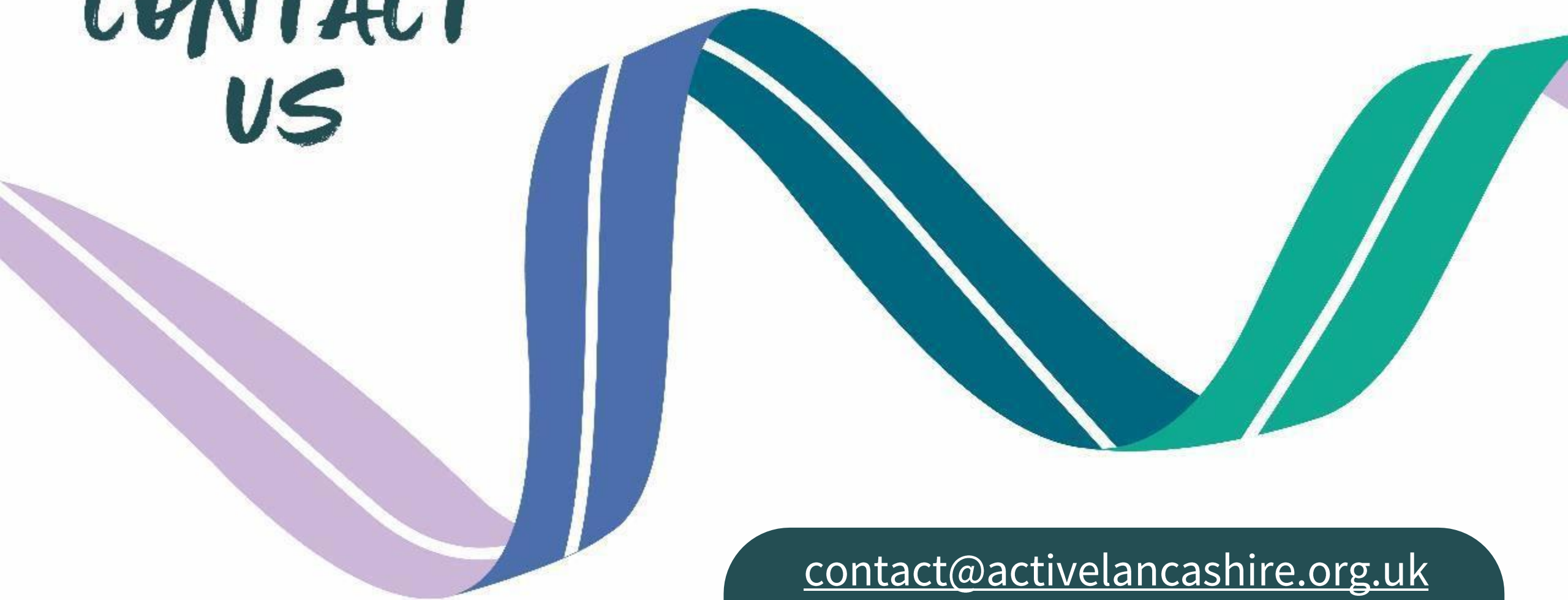
What is your highest educational attainment level?



Socio-Economic Background



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