

Diversity and Inclusion Action Plan 2024-25



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Introduction

Activity Alliance's vision: Fairness for disabled people in sport and activity.

Disabled people participate less than non-disabled people and they are also twice as likely to be inactive. We call this the **fairness gap**, and we aim to close this gap within a generation by focusing on these two key goals:

1. **Changing attitudes towards disabled people in sport and activity**
2. **Embedding inclusive practice into organisations**

Activity Alliance is currently consulting with its staff, Board members, members, and other stakeholders ahead of creating a new strategy. Our organisation strategy discussed below ends this year. This Diversity Inclusion Action Plan relates to the year 2024-25 but our ambitions are long-term. Activity Alliance will work on a new iteration of the plan, once the new strategy is in place by the end of 2024.

The COVID-19 pandemic impacted our country and hit disabled people the hardest in many ways. Our 2021-2024 strategy is ambitious, acknowledging this situation and recognising the work still to do to tackle, often deep-rooted, inequalities. To achieve fairness, we will work with disabled people and other stakeholders to make our vision a reality. This includes an important mix of organisations and people across various sectors. We will also work closely with our members and partners to prioritise disabled people's inclusion in sport and activity.

Within this strategy period, everything we do is focused on these four strategic objectives:

1. **Champion disabled people's voices** and maximise Activity Alliance's visibility
2. **Use high-quality expertise and insight** to educate and inform decision making and influence policy
3. **Address inequalities through collaboration**, improving engagement and delivery with and for disabled people
4. **Maximise the use of investment** and that of our partners to enable disabled people's activity

As we deliver this and our next strategies, people's lived experiences and backgrounds are central to the action plans that come from these. We believe in the power of co-design and value disabled people's insight throughout whether in our workforce, trustees and participants. Existing as a charity for more than 25 years, we have powerful examples of programmes and stories, like the Get Out Get Active programme, and these bring to life the positive outcomes from equality and help others to learn from the impact. The annual operational plans, including in marketing and communications, help us to drive the importance of equity in sport and physical activity, as well as increase the power of storytelling through our channels.

Supported our Vice President, **John Amaechi OBE**, and **Baroness Tanni Grey-Thompson**, our Honorary President, Activity Alliance continues to push for inclusion to be at the heart of all plans in sport and activity. We will not settle until every disabled person can reap the same physical, mental, and social health and wellbeing benefits as non-disabled people.

Our values and behaviours

We care: We are passionate about what we do, and who we do it for.

- We actively listen and understand people as individuals, with diverse needs and aspirations.
- We go the extra mile to make a positive difference to disabled people's lives.
- We take pride in our work and face challenges head on.

We unite: We collaborate with others to achieve greater outcomes.

- We see the strength in others and value our members as part of our extended family.
- We co-create ideas and solutions, putting disabled people at the heart of everything we do.
- We enjoy getting to know others and hearing their stories. We recognise that things can go wrong but welcome the learning and support from each other when they do.

We champion: We recognise everyone's voice must be heard if we are to provide equitable places to live, work and thrive.

- We respect and promote people's authentic voices and experiences.
- We follow our own advice and behave as we expect others to.
- We celebrate positive changes, no matter how big or small. We celebrate difference, actively seek diversity, and embed inclusion.

Our commitment

Activity Alliance is committed to being an organisation where people feel they belong and a place they can thrive in. This is whatever your background or personal circumstance. We are proud to be an equitable employer and partner. We expect the same from our partners and colleagues, right across the board and staff team.

We want to be a safe, welcoming, considerate, and responsible workplace. We value diversity as a strength, and we are better with greater equality and inclusion. Our ambitious vision for fairness is embedded in our governance, values, and staff development. The people who we work for and with make us a reputable organisation to know and trust. Nobody should miss opportunities or feel they do not belong at Activity Alliance.

Our current accreditations and memberships

Living Wage Employer



We are an accredited Living Wage Employer, committed to paying a wage based on the cost of living to all our staff.

Disability Confident Employer



We are an accredited Disability Confident Organisation. As such, we are committed to:

- Ensuring our recruitment process are inclusive and accessible.
- Advertising vacancies through a range of disability organisations and making sure potential applicants know we are an inclusive employer.
- Offering interviews to all disabled applicants who have identified that they meet the essential criteria for a role.
- Adhering to the Equality Act 2010 to anticipating and providing workplace adjustments
- Anticipating and providing reasonable adjustments as required.
- Supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work.

Mental Health Charter

We have recently become a member of Mental Health Charter. We have pledged to:

- recognise that mental health challenges can be an issue within the workplace and employees may need support
- talk openly, respectfully, and positively about mental health

- get the conversation started around mental health and recognising we all have mental health, just like physical health
- actively support and inform our employees affected by mental health challenges



Internal resources

Employee Handbook

We have a host of policies included in our Employee Handbook. These policies ensure that diversity, equality and equity are at the heart as what we do as an organisation. They also help to prevent discrimination and towards creating an inclusive culture for all staff members. Among policies and practices we have in place that allow us to maintain the culture of diversity and inclusion are:

- Equal Opportunity Policy which confirms our commitment to encouraging equality, diversity and inclusion among our workforce, The aim is for our workforce to be truly representative of all sections of society and our stakeholders, and for each employee to feel respected and able to give their best.
- Mental Health and Wellbeing Policy
- Health and Safety Policy
- Hybrid Working Guidance
- Maternity and Parental leave policies
- Menopause policy
- Training and development policy
- Prevention of Harassment and Bullying policy
- Recruitment procedure recognises that we will achieve our charitable aims through our people. The recruitment and retention of the best people is critical to our continued growth and success. We place the highest value on the benefits of a diverse talented workforce.
- A suite of Safeguarding policies whose implementation is supported by Safeguarding Lead, Safeguarding Dedicated Officers, with one of them trained in Safer Recruitment and Safeguarding Board Champion.

Our programmes, resources and working group examples

Get Out Get Active

Get Out Get Active (GOGA) is an exciting programme that supports disabled and non-disabled people to enjoy being active together. We are proud to be the creator and lead partner. The extensive range of partners offer in-depth local knowledge and national expertise on a wide variety of specialisms or communities. Focused on getting some of the UK's least active people moving more, the fun and inclusive activities are run in many places, including faith centres. [Read more about Get Out Get Active](#)

Leading inclusion

We developed this programme to tackle a wide number of issues for disabled people in sport and physical activity. The workshop is a two-day programme that takes organisations on an improvement journey focussed on disability inclusion and equality. It supports organisations to learn and embrace the ways they can be more inclusive and accessible for disabled people. It is aligned and connects to Moving to Inclusion Framework, in which we are a partner. [Read more about our Improvement, development and leadership](#)

Inclusive Activity Programme

Our CIMSPA accredited Inclusive Activity Programme equips community groups with the skills to engage disabled people and people with long-term health conditions more effectively in physical activity. [Read more about the Inclusive Activity Programme](#)

Customer service awareness training

The course can increase workforce confidence and knowledge, especially those who work in leisure and customer-facing roles to engage with and support disabled people. [Find out about our Delivering an Excellent Service for Disabled Customers training](#)

Inclusive research and insight

Our work is driven by strong insight. We must understand and respond to disabled people's needs, to break down barriers and develop more solutions. Our growing portfolio of research leads the way in knowledge and evidence-led insight on disabled people in sport and physical activity. The research work undertaken includes useful reports like the Annual Disability and Activity Survey demographic report and My Active Future. We also advise on accessible and inclusive methodology for collating data.

- [Research and insight](#)
- [Annual Survey Demographic Report](#)
- [My Active Future: Including every child](#)

Inclusive recruitment

With our expertise in accessible marketing and communications backed by our wider knowledge in including disabled people, we are often asked for help in recruitment. This can be for any workforce, paid and unpaid, including trustees. We worked on a small project in the East Midlands on recruiting disabled trustees and we were commissioned by Perrett Laver to audit their communications as well as wider resources.

Inclusive communications

Effective marketing and communications is essential for all organisations. Inclusive and accessible planning and delivery can help everyone reach more people, including disabled people. We support organisations to embed key principles into their own work. We have a range of resources and deliver workshops on inclusive communications which has shown impact for organisations thinking about strategies, events and recruitment. [Read more about Inclusive marketing and communications](#)

Person-centred approach

This resource explains the concept of 'intersectionality' in relation to disabled people and how this can influence their activity levels. It encourages sport and leisure organisations to take a person-centred approach when planning and providing opportunities. Many organisations group inactive audiences by standard demographics. This can lead to assumptions about their behaviour, motivations and barriers to being active. Disabled people are a part of every demographic in society, motivated to be or not to be active for numerous reasons. This resource encourages the sport and leisure providers to look beyond standard demographics and take a person-centred approach to providing opportunities for disabled people. [Taking a person-centred approach resource](#)

Engagement fact sheets

Supported by Sport England, Activity Alliance is encouraging organisations who plan and deliver activity opportunities to think about the ways they include disabled people. The fact sheets include topical advice on engaging older people, women, and people from low-income households. [Access our effective engagement factsheets.](#)

Equality partners' group

The EDI senior lead co-chairs the equality partners in sport group. This was formed to bring together experts across a wide reach of intersectional communities. The group's aim is to embed equity, equality, inclusion, diversity and belonging (EEDIB) in practice and close the inequality gap. They build the relationships and share better practices, and link with the executive leaders' The Games Changers group.

Our equality, diversity and inclusion ambitions

Our ambitions below outline our current commitments. These will focus on:

1. Improving our staff and board diversity, representation, and opportunities at all levels.
2. Increasing our staff and board's awareness of equality, inclusion, and diversity.
3. Embedding better recording, measuring, and reporting of equal opportunities' data.
4. Empowering other leaders and providers in sport and activity organisations by sharing our lived experiences, learning and insight.

Our legal and regulatory obligations

Our legal and regulatory obligations guide our approach to Equality, Diversity, and Inclusion. However, we aim to go above and beyond these duties. We recognise that many people experience discrimination, bias, and inequity. This extends beyond those with protected characteristics (as set out in legislation). For example, people with caring responsibilities, or lower socioeconomic status. We take an intersectional approach in our work. However, there are times when we need to focus on specific inequalities. We will continue to use our influence to promote equality, diversity, and inclusion for all.

The Equality Act 2010

We are legally obligated to comply with the general equality duty, as set out in section 149 of the Equality Act 2010. This prohibits discrimination because of the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Activity Alliance equality survey

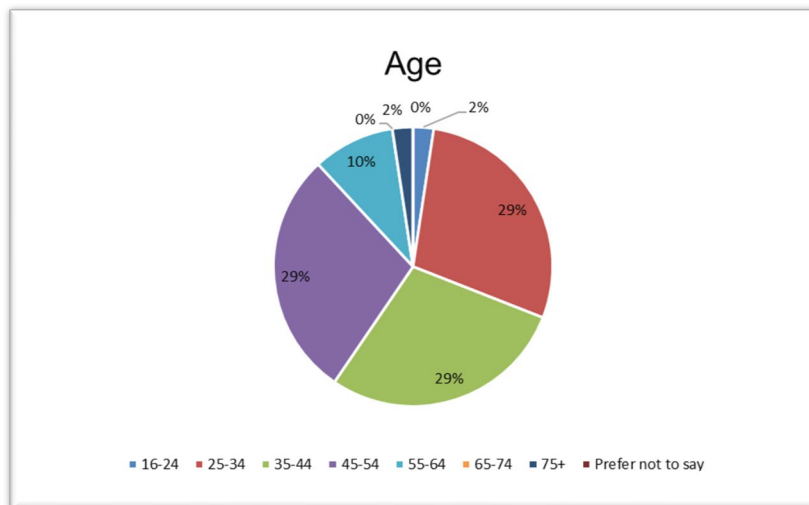
This survey is used to gather up-to-date data on the equality and diversity of Activity Alliance's staff and Board. This survey has been carried out since 2017 with the exception of 2018. 42 out of 45 staff and board members (combined) completed the online survey between 28 April and 21 May 2023. From 2024 we will also be presenting data individually for both groups.

The survey continues to show a need to increase representation of people from ethnically diverse backgrounds and disabled people. We also collate socio-economic background.

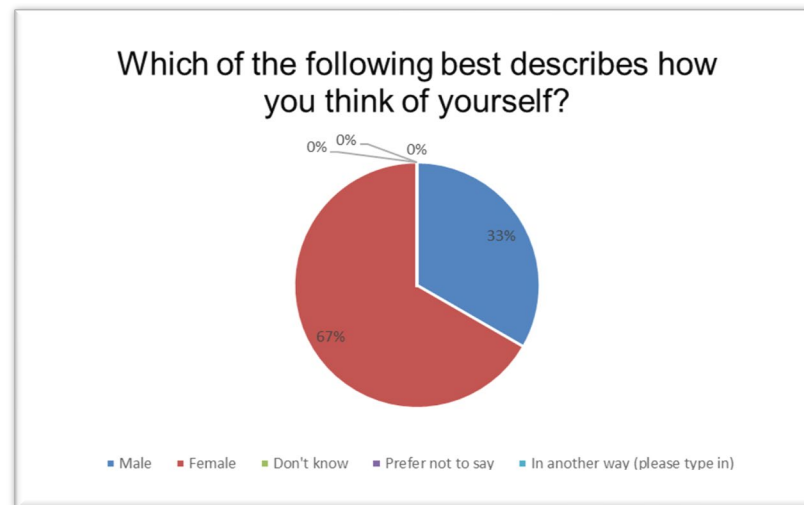
The reason we gather this data is to:

- understand the diversity profile of our workforce
- develop actions to support equality of opportunity
- understand whether our employment policies, practices and procedures are equitable and are being implemented fairly, by examining under- or over-representation of staff and Board members
- inform our recruitment campaigns in order to address under or over-representation amongst staff and Board

Age

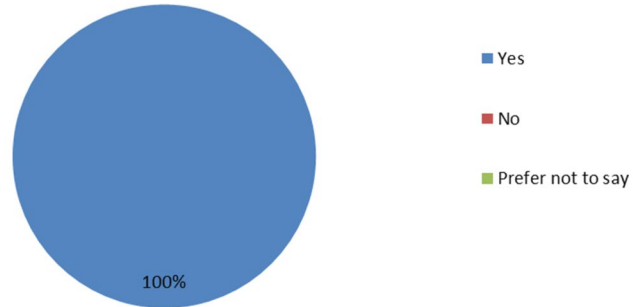


Gender



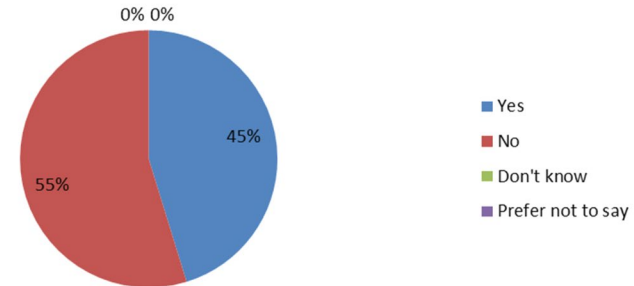
Gender

Is the gender you identify with the same as your sex registered at birth?



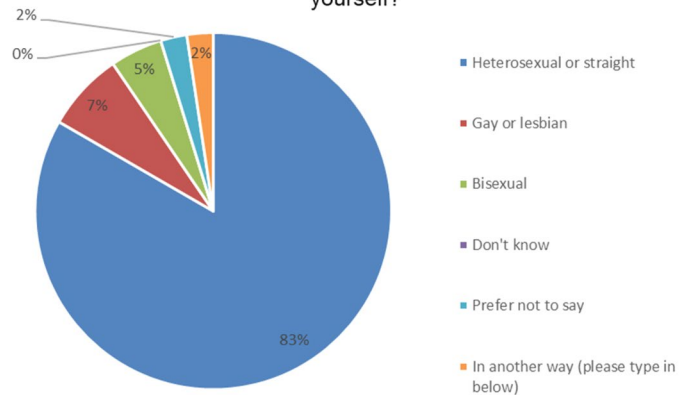
Impairments and long-term health condition

Do you have any long-term health conditions, impairments or illnesses? This could include, for example, physical, sensory, learning, social, behavioural or mental health conditions or impairments. Long-term means that they have lasted, or are expected to last



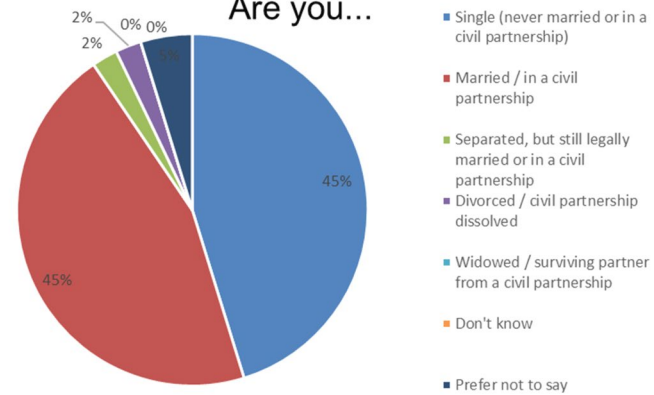
Sexual orientation

Which of the following options best describes how you think of yourself?

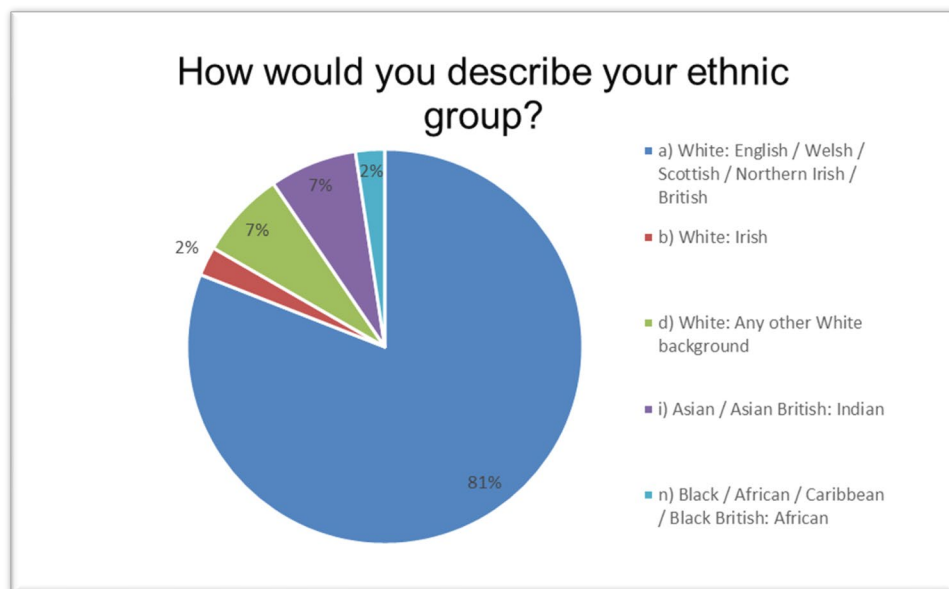


Marriage and civil partnership

Are you...



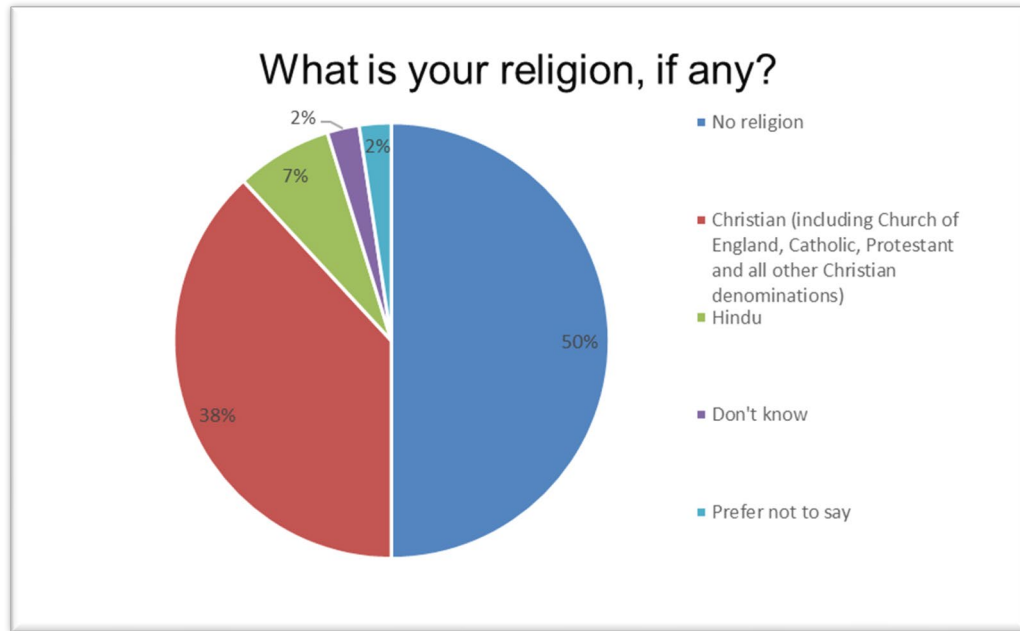
Race



The pie chart does not report on options that recorded 0%.

Please note that the answer options for this question were: a) White: English / Welsh / Scottish / Northern Irish / British, b) White: Irish, c) White: Gypsy or Irish Traveller, d) White: Any other White background, e) Mixed / Multiple ethnic groups: White and Black Caribbean, f) Mixed / Multiple ethnic groups: White and Black African, g) Mixed / Multiple ethnic groups: White and Asian, h) Mixed / Multiple ethnic groups: Any other Mixed / Multiple ethnic background, i) Asian / Asian British: Indian, j) Asian / Asian British: Pakistani, k) Asian / Asian British: Bangladeshi, l) Asian / Asian British: Chinese, m) Asian / Asian British: Any other Asian background, n) Black / African / Caribbean / Black British: African, o) Black / African / Caribbean / Black British: Caribbean, p) Black / African / Caribbean / Black British: Any other Black / African / Caribbean background, q) Other ethnic group: Arab, r) Other ethnic group: Any other ethnic group; Don't know Prefer not to say.

Religion

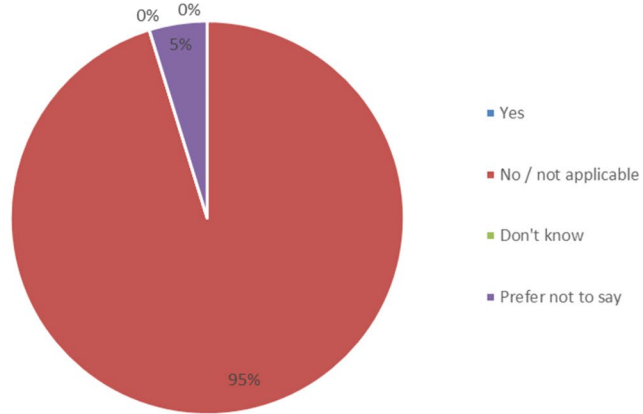


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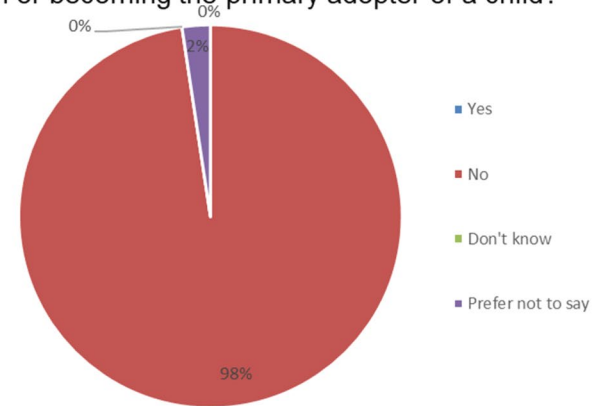
Please note that the answer options for this question were: No religion, Christian (including Church of England, Catholic, Protestant and all other Christian denominations), Buddhist, Hindu, Jewish, Muslim, Sikh, Don't know, Prefer not to say, Any other religion.

Pregnancy

Are you currently pregnant?



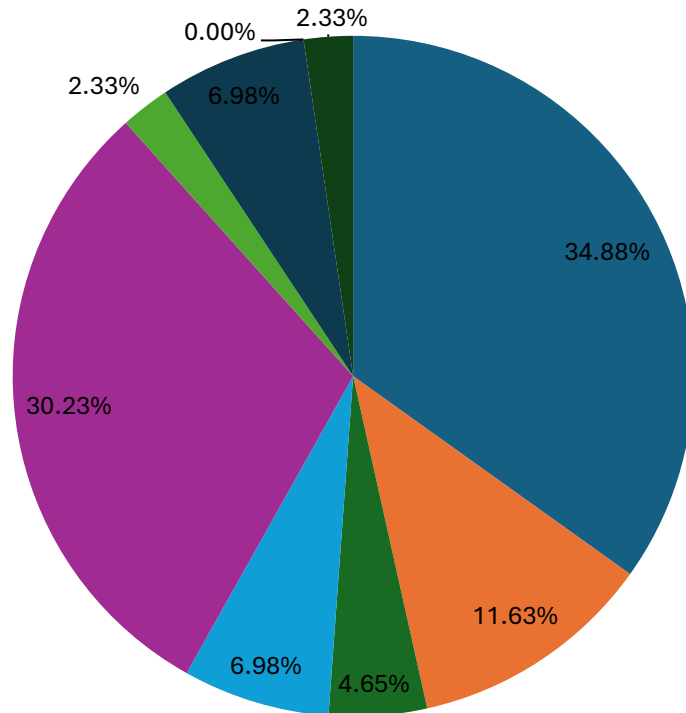
Are you currently within 26 weeks of having given birth or becoming the primary adopter of a child?



Socio economic background

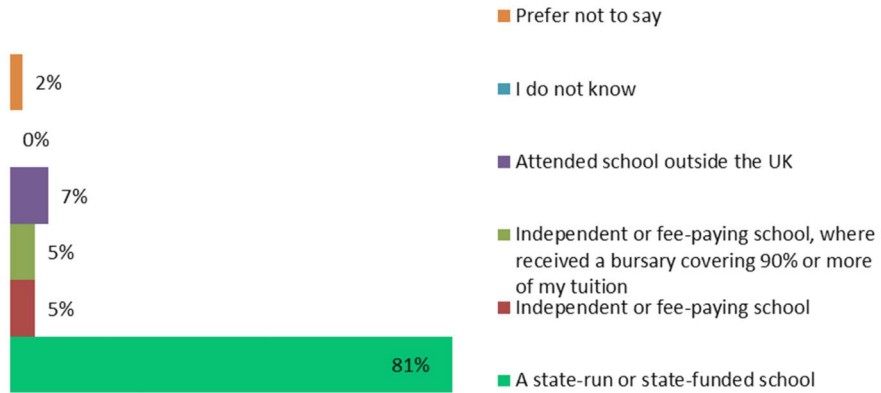
41 staff and Board members out of 45 provided responses for each question related to socio economic background. These questions will be integrated into the Equal Opportunities Survey in 2024.

What was the occupation of your main household earner when you were aged about 14?

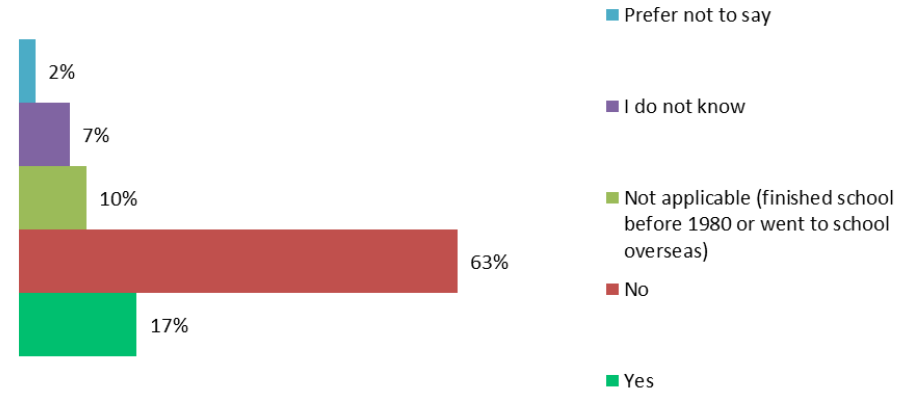


- Modern professional and traditional professional occupations such as: teacher, nurse, physiotherapist, social worker, musician, police officer (sergeant or above), software designer, accountant, solicitor, medical practitioner, scientist, civil or mechanic
- Senior, middle or junior managers or administrators such as: finance manager, chief executive, large business owner, office manager, retail manager, bank manager, restaurant manager, warehouse manager.
- Clerical and intermediate occupations such as: secretary, personal assistant, call centre agent, clerical worker, nursery nurse.
- Technical and craft occupations such as: motor mechanic, plumber, printer, electrician, gardener, train driver.
- Routine, semi-routine manual and service occupations such as: postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, sales assistant, HGV driver, cleaner, porter, packer, labourer, waiter or waitress, bar staff.
- Long-term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year)
- Small business owners who employed less than 25 people such as: corner shop owners, small plumbing companies, retail shop owner, single restaurant or cafe owner, taxi owner, garage owner
- Other such as: retired, this question does not apply to me, I don't know
- I prefer not to say

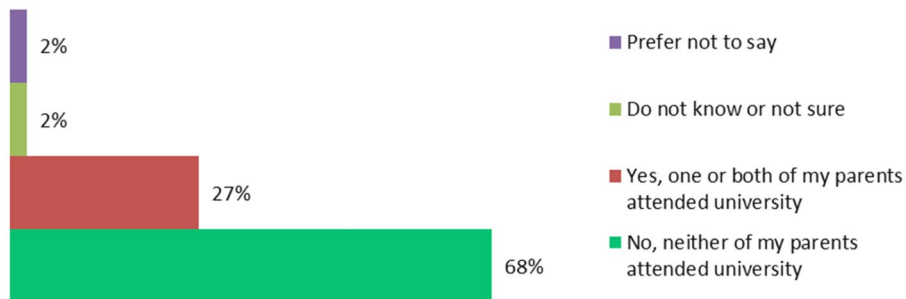
Which type of school did you attend for the most time between the ages of 11 and 16?



If you finished school after 1980, were you eligible for free school meals at any point during your school years?



Did either of your parents attend university by the time you were 18?



Message from our Vice President

I am proud to support the Activity Alliance and their impactful work. As Vice President, I have observed first-hand the outstanding work of the organisation's officers and volunteers and the tangible influence of our events, research and coalition-building on the wellbeing of disabled people.

When we recognise colleagues and participants as complex, diverse human beings with rich lives at work and beyond, we all benefit.

Activity Alliance's commitment to equality, diversity, and inclusion highlights not only the charity's ambitions but also the duty of care to support and encourage everyone to feel welcome, on and off the field of play.

This perspective is not a set of platitudes for us; we recognise the life-altering implications for the constituents we serve of being seen as 'less-than' in work, play and policy.

John Amaechi OBE

Message from our Chief Executive

Activity Alliance is the national charity and leading voice for disabled people in sport and activity. To be leading, we need to ensure we are representative of the people we serve and the communities we work with and for. Nothing should stop you accessing and reaping the benefits of being active. But being judged on backgrounds, experiences or circumstances has meant many people are held back, ignored or unfairly treated. This is not right or fair.

Activity Alliance wants to change this, learn from others and empower others with our insight. Indeed, embedded within our strategy is to help other organisations to embed inclusive practices for disabled people.

Although our focus is on disabled people, we know we reach many people, including disabled people, who have a wide number of protected characteristics and experiences. Important to us and in our advisory to others is the intersectionality of the people we work with and for. Whether in recruitment of staff, trustees or across our wide serving programmes, there are many overlaps of demographics that we consider in planning and delivery.

No excuses anymore. We all need to listen and act upon the wealth of information available to us. We also need to use the privileges that we have as allies and call out negative attitudes and behaviours. Only then will we be closer to fairness, equality and equity for more people.

We have outlined our commitment in this document. We are determined to achieve these ambitions.

Adam Blaze, Chief Executive

Message from our Chair

Every piece of work we engage in helps us to achieve our vision, fairness for disabled people in sport and activity. I, and the entire board, are passionate about reducing the number of barriers many people face in sport and physical activity to work or take part in our sector. We need to challenge the attitudes and understand people as individuals more to truly break down deep-rooted inequalities. Our staff, members, partners, and supporters are all part of this movement.

As we work towards our vision, we will ensure our conversations about fairness and equality are at all levels. Equity and inclusion are crucial in those conversations as we strive to be a fairer place to work and thrive in.

Sam Orde, Chair

Message from our Board Champion

Equality, Diversity and Inclusion (EDI) is core to Activity Alliance's vision.

While we are proud to be seen as the experts in championing the rights of disabled people in sport and activity, we are also aware that disabled people identify themselves within many more demographics in society. We must ensure that we are diverse across all aspects of our work. Being a credible voice is a huge part of who we are and must be seen as this also within the wider EDI space.

We are confident this plan reflects the organisation's commitment and passion to continually develop in our work as leaders.

Rebecca Evans, Board champion

Action plan 2024-2025

Ambition 1: Improving our staff and board diversity, representation, and opportunities at all levels.

Action	Measurement	Person(s) Responsible	Timeframe
1a. Commitment to equity, diversity, inclusion and belonging			
i. A Board EDI Champion appointed.	Evaluation of the effectiveness of the Board EDI champion and the EDI group will be discussed with the Chair as part of evaluation of Trustee performance.	Board EDI champion, Activity Alliance Chair	Completed – Current Board EDI Lead, Rebecca Evans
ii. A dedicated EDI senior leader among staff that chairs the EDI working group and is active in this area outside of the group. EDI Lead will ensure EDI is embedded across the organisation.	Operational plan/ organisational strategy	EDI staff lead/ Leadership Team	Completed - Jan 2024. Senior Leadership EDI Lead Catherine Slater, Head of Partnerships, supported by Sarah Brown Fraser, Head of Communication and Policy
iii. Senior managers with direct report responsibilities will outline and continue to reinforce our EDI expectations within teams and function plans.	Performance reviews, values and behaviours	Managers	Staff team briefings once every month, one to ones, performance review meetings in Q2 and Q4 annually
iv. An internal EDI working group formed. Terms of Reference agreed. EDI Board Champion as well as EDI staff lead sit on the group.	Evaluation of the effectiveness of performance of the EDI group will be discussed with the Chair as part of evaluation of sub-groups.	Activity Alliance Chair	To meet a minimum of twice per year. Q1 and Q4

v.	EDI working group creates Diversity and Inclusion Action Plan (DIAP) and Equality, Diversity and Inclusion statement.	Approval by Board	EDI working group	By 31 March 2024
vi.	The board approves DIAP and equality, equity diversity and inclusion statement.	Approval by Sport England	Board, Sport England	By 22 February 2024
vii.	DIAP and Equality, Equity Diversity and Inclusion statement are published on Activity Alliance website.	Activity Alliance website	Communications and Policy	By 31 March 2024
viii.	DIAP and Equality, Equity Diversity and Inclusion are reviewed by the EDI working group.	EDI working group meeting notes	EDI working group	Q1 and Q3 annually
ix.	DIAP and equality, equity, diversity and inclusion are reviewed and approved by the Board.	Board meeting minutes	EDI Board Champion, Board	By 22 February 2024
x.	Analyse staff skills data to understand lived and professional experience and expertise against the strategic objectives of the organisation.	Staff skills audit	EDI working group	By April 2025
xi.	Analyse board skills mapping data to understand lived and professional experience and expertise against the strategic objectives of the organisation.	Board skills audit	Nominations Group, Board	Analysed on 7 February 2024 Board, thereafter as per Board schedule and the Strategy timeline but no later than October 2024
xii.	EDI working group identifies recommendations through the organisation's Equal Opportunities survey for Board's approval.	Board meeting minutes	EDI working group, Board, EDI Board Champion	Q3 annually

xiii.	EDI working group to implement recommendations identified through the survey.		EDI working group, Leadership Team	Q3 and Q4 over to Q1 the following year annually
b. Recruitment of Staff and Board				
i.	Carry out Board skills audit to use results to understand the skill gaps within the Activity Alliance to ensure Activity Alliance hosts diverse skill backgrounds and diverse mindsets.	Skills Audit Form, Board skills matrix and report	Chair, Nominations Committee	Q4 annually
ii.	Design and carry out staff, volunteer and workforce skills audit to understand the skill gaps within the Activity Alliance to ensure Activity Alliance makes the most of diverse skill backgrounds and diverse mindsets.	Staff Skills Audit documents to be designed	Leadership Team and Strategic Lead Organisational Health	By the end of 2024
iii.	Continue to review and use the Code for Sports Governance and Nominations Committee Terms of Reference, to follow best practice relating to the recruitment of Board and Leadership ensuring we reach and appoint diverse board and leadership members.	Board and staff skills matrix, Ops plan, Code for Sports Governance, Nominations Committee Terms of Reference	Chair, Nominations Committee, Leadership Team, and Strategic Lead Organisational Health	Q1, Q2, Q3 and Q4
iv.	Advertise Board positions through stakeholders as identified in Stakeholder consultation policy.	Adherence to Stakeholder consultation policy, Equal Opportunity Form	Activity Alliance Chair, Nominations Committee and Strategic Lead Organisational Health	When Board recruitment is needed. Next available position will be recruited for between April 2024 and August 2024

<p>v. Work with various organisations such as Women in Sport, Sport, and Recreation Alliance Disability Rights UK, Sporting Equals to advertise Board, staff and volunteer vacancies targeting underrepresented groups while recruiting for staff and Board vacancies.</p>	<p>Equal opportunities forms</p>	<p>Nominations Committee, Leadership Team, Strategic Lead Organisation Health</p>	<p>Next available Trustee position will be recruited in between Q1 and Q2</p>
<p>vi. Ensure that recruitment materials and application methods for staff and Board vacancies are accessible and inclusive.</p>	<p>Application evaluation by successful and unsuccessful candidates (to be implemented)</p>	<p>Strategic Lead Organisation Health, Communications and Policy function, Leadership Team, Nominations Committee</p>	<p>By December 2024</p>
<p>vii. Inclusive communications (for staff and board. Refreshers are given every year.</p>	<p>Training Log – You Manage</p>	<p>External Affairs Team</p>	<p>Twice a year for inclusive comms refreshers.</p> <p>(last refresher course delivered Feb 2024)</p>
<p>viii. Safeguarding training for all staff</p>	<p>Training Log - You Manage</p>	<p>Head Of Events and Programmes</p>	<p>Last training quarter 3 of 2023.</p> <p>Three Safeguarding Officers:</p> <ul style="list-style-type: none"> • Agata Sromecka • Helen Derby • Jannine Walker <p>Repeated every two years</p>

ix.	Explore wider EDI training for staff and board.		EDI working Group, Leadership Team, Extended Leadership Team.	By April 2024
x.	Implement wider EDI training for staff and board.	Training Log	EDI working Group, Leadership Team, Extended Leadership Team.	By April 2025
xi.	Review unpaid volunteers and other additional workforce EDI measurement and reporting.	Tutor workforce Events volunteers	Strategic Lead Workforce.	By April 2025
xii.	Ensure that the recruitment and selection process for both staff and Board continue to be accessible and inclusive, ensuring adjustments are in place as standard practice.	Selection and recruitment evaluation by unsuccessful candidates and successful candidates on induction (to be implemented)	Strategic Lead Organisation Health, Communications and Policy function, Leadership Team, Nominations Committee	By August 2024
c. Strategy and action plan development				
i.	Staff and Trustees co-design the process around organisational strategic direction, including organisational perspective on equality.	Minutes/Notes from Sessions	Whole organisation	By July 2024
ii.	Any recommendations on equality, equity diversity and inclusion coming out of the strategy sessions or away days are included in the new strategy and operational plan and put forward to the Board for approval.	New Strategy including the launch and its receipt and Ops plan	Board, Strategy Working Group	By October 2024

iii.	Operational plan and action plans include EDI every year.	Operational Plan	Extended Leadership Team, EDI Working Group.	Q3 annually
iv.	Analyse staff skills data to understand experience and expertise against the strategic objectives of the organisation.	Staff skills audit	Leadership Team, Strategic Lead Organisational Health, Research, and Insight	Q4 annually

Ambition 2: Increasing our staff and board's awareness of equality, inclusion, and diversity.

Action	Measurement	Person(s) Responsible	Timeframe	
a. Staff Training and Development				
i.	Design a training mapping audit of all staff to understand training needs within the organisation.	Training Mapping Audit, Annual Staff Survey	Leadership Team, Strategic Lead Organisational Health, Research, and Insight	At 6 and 12-month performance reviews – Q2 and Q4 annually
ii.	Conduct a training mapping audit of all staff to understand training needs within the organisation.	Training Mapping Audit	Leadership Team, Strategic Lead Organisational Health, Research, and Insight	At 6 and 12-month performance reviews – Q2 and Q4 annually
iii.	Refer to the staff skills audit and performance review form to understand the training requirements of Activity Alliance's staff.	Performance Review Forms Skills Audit Report	Extended Leadership Team.	At 6 and 12-month performance reviews – Q2 and Q4 annually

iv.	Develop a core yearly training offer for existing and new staff based on the training needs within the organisation.	Performance Review Forms, Skills Audit Report	Strategic Lead Organisational Health, Extended Leadership Team	At 6 and 12-month performance reviews – Q2 and Q4 annually
v.	Training staff in Equality, Equity, Diversity, Inclusion and Accessibility to ensure understanding of the most up to date trends, findings, and language.	Staff performance review meetings. Clear Mandatory Training Package.	Leadership Team and Strategic Lead Organisational Health	At 6 and 12-month performance reviews – Q2 and Q4 annually
vi.	Cost out the core training needs package and build these costs into future budgets.	Budget	Extended Leadership Team, Strategic Lead Organisational Health, Finance Manager	Q3 and 4 annually
vii.	Promote continual personal professional development for all staff within Activity Alliance.	Performance Management meetings, staff briefings, training Log	Extended Leadership Team	At 6 and 12-month performance reviews – Q2 and Q4 annually
b. Board training and development				
i.	Identify appropriate training for new board members to attend to assist them in adding as much value as possible to the organisation.	Trustee Induction	Activity Alliance Chair, Strategic Lead Organisational Health	Q1 annually
ii.	Use Board skills matrix to identify skills gaps. Identify which lived experiences and skills are crucial to the effectiveness of the Board and organise Board training to address these.	Board skills form and matrix	Nominations Committee, Chair, Strategic Lead Org Health	Q4 annually

iii.	Cost out the training and put in the budget.	Tendering process as per Finance policy	Strategic Lead Org Health, Chair, Finance Manager	Q3-Q4
iv.	Organise the training.	Training log	Strategic Lead Org Health, Chair	As and when needed

Ambition 3: Embedding better recording, measuring, and reporting of equal opportunities' data.

Action	Measurement	Person(s) Responsible	Timeframe	
a. Equal opportunity survey				
i.	Carry out an annual equal opportunities survey including questions on socio-economic background. This includes staff, Board, volunteers and workforce.	Equal Opps survey	Strategic Lead Organisational Health	Q1 annually
ii.	The review to answer options to the question "How would you describe your ethnic group?" Please choose from the dropdown options below."	Equal Opps survey	Research and Insight Manager	April 2024
iii.	Survey results are collected and analysed individually for all groups involved	Equal Opps survey	Strategic Lead Organisational Health	Q1 annually
iv.	Recommendations for all groups are formulated for the Board's approval.	Equal Opps survey and report, Board minutes	Activity Alliance Board	Q1 annually
v.	Taking recommendations from the analysis of the equal opportunities survey to the Board for approval.	Board minutes	Activity Alliance Board	Q1 annually

vi.	Results of the equal opportunities survey and analysis are shared with all staff.	Staff communications	Strategic Lead Organisational Health	Q2 annually
vii.	Results of the equal opportunities survey are published in relevant reporting and on our website.	Activity Alliance website	Communications and policy function	Q2 annually
b. Stakeholder management				
i.	Carry out annual stakeholder consultation where equality and diversity will be one of the areas for feedback.	Stakeholder Survey	Stakeholder Mapping Group	Q2 annually
ii.	Consultation survey to be circulated to all stakeholders as identified in the Stakeholder consultation policy.	Stakeholder Mapping/CRM	Research and Insight	Q3 annually
iii.	Feedback of survey to be coordinated and fed back to Activity Alliance leadership team and board.	Stakeholder Survey Report	Leadership Team	Q3 annually
iv.	Actions/Recommendations to be identified and implemented in relevant operational plan.	Operational Plan	Leadership Team, Extended Leadership Team	Q4 annually
c. Recruitment				
i.	Design evaluation of application, selection, and appointment by successful and unsuccessful candidates.	Application evaluation form, Selection, and Appointment evaluation form	Strategic Lead Organisation Health, Leadership Teams	By the end of 2024

ii.	Implement evaluation of application, selection, and appointment by successful and unsuccessful candidates to ensure recruitment of a more diverse workforce.	Application evaluation form, Selection, and Appointment evaluation form	Strategic Lead Organisation Health, Leadership Teams	By the end of 2024
iii.	Collate equal opportunity data from the equal opportunity form on staff recruitment.	Equal opportunities form	Strategic Lead Organisation Health, Leadership Teams	During recruitment as and when
iv.	Collate equal opportunity data from the equal opportunity form on Board recruitment.	Equal opportunities form	Strategic Lead Organisation Health, Nominations Committee	During recruitment as and when
v.	Analyse the collated data to inform future approaches to Board and staff recruitment especially around increasing diversity of representation of underrepresented groups.	Equal opportunities form, Application evaluation form, Selection, and Appointment evaluation form	Strategic Lead Organisation Health, Leadership Teams	During and post recruitment as and when

Ambition 4: Empowering other leaders and providers in sport and activity organisations by sharing our lived experiences, learning and insight.

Action	Measurement	Person(s) Responsible	Timeframe	
a. Lived experiences				
i.	Produce organisational co-production, co-design, consultation guidance for where and how we use this in our work.	Co-production, co-design, consultation guidance	Research and Insight, Communications, and policy	By March 2025
ii.	Embed organisational co-production, co-design, consultation guidance for where and how we use this in our work.	Co-production, co-design, consultation guidance	Communications and policy	By March 2025

iii.	Continue to build a diverse representation within our Lived Experience research panel.	Equality Data of panel	Research and Insight	By March 2025
iv.	Tell our equality outcomes through powerful stories. Promote and share a diverse variety of stories through our communication channels.	Website, Newsletters, Impact Report	Comms and policy	By March 2025
v.	Share our resources on Person centred approach and intersectionality as well as relevant good practice to support organisations to embed inclusive approached to leadership, operational and direct delivery.	Stakeholder Survey	All Staff and Board	As and when needed

For more information on this plan or other EDI information, please contact info@activityalliance.org.uk