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Section 1: Chief Executive's welcome

Equality, diversity and inclusion (EDI) is fundamental to our work at Active Gloucestershire. It's a strategic priority that both our Board and staff are fully committed to and therefore a common thread that runs throughout all our projects and business areas.

We know that physical activity can play a transformational role in our communities - uniting people, breaking down barriers and driving social change. However, we're also aware that the benefits of physical activity aren't shared equally across our county and that age, gender, ethnicity and disability impact our health and activity levels. Therefore, for us to realise our vision of a county in which everyone is living healthy and happy lives, we need to continue to tackle the inequalities that persist across Gloucestershire's physical activity and sport sector.

For me, the most important step on this journey is embracing our responsibilities as a role model and ensuring the implementation of sound equality, diversity, and inclusion practices within our own organisation. Only by reviewing and changing our governance, processes and procedures will we create a diverse, inclusive and fair workplace, in which all colleagues feel safe, valued and able to thrive.

This twelve-month plan sets out the next phase of our EDI journey and builds on our learning and action from the last few years. In 2020, the death of George Floyd prompted staff to question our approach and commitment to equality and diversity. We recognised that we could and should do more and we challenged ourselves to do better. Since then, we've made some significant progress. We're now working with more diverse partners, stakeholders and priority groups. We've taken the time to evaluate and improve our operational processes. And we've built a stronger, staff-focused organisational culture. But there is more to do.

Our 2024 plan builds on our work to date but recognises our gaps and areas for improvement. We set out our ambition to become more representative of the communities that we work with by reaching further across our county, embracing its cultural richness and diversity and the subsequent opportunities this brings. We explore how we will retain and nurture the talent we bring into our organisation, by creating and maintaining an inclusive, safe and supportive work environment. And we explain how we'll ensure equality, diversity and inclusion remains an organisational priority by embedding strong governance structures that hold us accountable for our actions and by upskilling our workforce so that they feel confident and capable of working with and supporting our priority groups.

In developing our plan, we've ensured that we meet the requirements set out in the Code for Sports Governance and have taken advantage of the excellent support provided by our major funder, Sport England.

I want this plan to drive real change in our organisation. However, I recognise that for this to happen, everyone in our team must embrace a personal commitment to achieving the priorities laid out within it. Ultimately, it's incumbent on all of us to ensure that our organisation is not only an inclusive, diverse and fair place to work, but that it's equipped to deliver on its strategic plans.

Tom Beasley, CEO, Active Gloucestershire

Section 2: Board Champion's statement

It can be all too easy for a Board to state that equality, diversity and inclusion lies at the heart of everything it does. However, at Active Gloucestershire EDI is our core guiding principle – it shapes our values, underpins our culture and runs through all of our projects and processes. We strive to be a fair and equitable organisation – one that celebrates diversity and inclusion, where everyone is encouraged to be their true selves at work and free from the risk of discrimination.

Linking into our strategy, business plan and values, our Diversity Inclusion Action Plan (DIAP) has been built collaboratively with staff, Board and external stakeholders. Not only have staff fed into and helped to shape the plan, but as Board members, we too have made a personal commitment to promoting EDI, by adopting a specific EDI objective. We believe the plan provides us with a wide-reaching organisational framework that supports our EDI focus, helps us to create a safe space for our staff and better equips us to identify inequalities and support marginalised communities to become more active.

We hope that our DIAP, along with our voluntary sign up to the Race Equality Code, Disability Confident Scheme and Healthy Workplaces accreditation go some way towards highlighting our ambitions and demonstrating our commitment to being the best we can be.

Tania Hamilton, Trustee and EDI Board Champion, Active Gloucestershire

Section 3: Introduction

3.1 About us

Active Gloucestershire is a registered, independent charity and part of a network of Active Partnerships operating across England. Our vision is for everyone in Gloucestershire to live healthy and happy lives. We are the coordinating body for **we can move** – a movement that inspires, connects and enables people in Gloucestershire to improve their lives and the lives of others through physical activity.

We know that being physically active has enormous physical and emotional health benefits and we recognise that moving more can bring people together, create communities and be a catalyst for change and inclusion. However, we also acknowledge that inequalities around access to physical activity opportunities persist. 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 [Active Gloucestershire strategy](#) and **we can move** [strategy](#) aim 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. Tackling the stubborn inequalities that exist across our system, lies at the very heart of our work. Not only are we committed to ensuring that the least active, many of whom are from disadvantaged and disconnected backgrounds, have an equal opportunity to participate in physical activity at all levels and in all roles, but we recognise that if we are to be successful in engaging these groups, respecting, understanding and valuing people's differences is fundamental.

3.2 Why EDI matters to us

During our consultation with staff around the DIAP we asked them to consider why equality, diversity and inclusion matters to our organisation. Here's what they told us:

"EDI matters because it's our job is to support underrepresented voices. It's integral to the work we do."

"We need EDI to achieve our strategy. It lies at the heart of our purpose. It's the reason we're here."

"Having a diverse and inclusive workforce allows us to tackle and solve problems creatively. We'll be rich in innovative solutions."

"If we invest in EDI, we can credibly hold a leadership position in this area and inspire others."

3.3 What is our Diversity and Inclusion Action Plan (DIAP)?

Our DIAP is an internally focused document that outlines Active Gloucestershire's long-term equality, diversity and inclusion (EDI) ambitions and the priorities we intend to focus on during the next business year (12 month period) in order to achieve these ambitions.

3.4 Why do we have one?
As part of changes to Sport England's Code for Sports Governance, all bodies in receipt of Sport England funding need to have a DIAP in place. It is a mandated document. However we also recognise that confronting and reducing inequalities lies at the heart of our work and is key to delivering our strategies and that in order to do this effectively, we must first embed sound equality, inclusion and diversity practices across our **own** organisation.

3.5 Our journey so far
Our EDI journey began in 2018, with our place-based pilot project in Barton and Tredworth - two of Gloucester's most ethnically diverse and deprived wards. As part of this work, we reached out to women in the local Muslim community in order to better understand their experiences, strengths and needs. These conversations challenged our existing understanding of diverse communities and

ultimately led to us altering our approach to tackling inequality. We realised that in order to drive sustainable change across our county we needed to adopt a strength based approach to our work. We knew we had to listen to the stories and experiences of its residents – those from various backgrounds, faiths and lived experiences who knew, better than we did, their motivations and barriers to physical activity.

Around the same time, we created the first iteration of our DIAP – our diversity action plan, which set out our initial ambitions around recruitment, engagement and developing talent. However, our EDI journey really gathered momentum in 2020, following the death of George Floyd. His death was a moment of internal reckoning for us, one during which we questioned the authenticity of our commitment to EDI and how well equipped we were to understand and support our priority groups. It was a moment that catalysed significant change within our organisation.

Over the past few years, we have challenged ourselves to do better and have made some significant progress in key areas across our organisation. We have trialled new and inclusive recruitment practices such as making job descriptions more accessible, anonymising application forms to eliminate bias, widening our advertising channels to more diverse audiences, exploring more accessible ways of reaching candidates and including more competency based questions at interview, some of which we share with candidates prior to their interview. We have modified our approach to cross-organisational priorities, accepting that we're often not the experts and that our processes will be better informed and our outcomes far richer if we consult with our stakeholders and partners many of whom have invaluable lived experience. And we have started to create a workplace culture that really seeks to understand and support our staff – one that prioritises staff wellbeing, encourages connection and conversation and creates safe spaces for staff to test and trial new ideas, pursue their passions and develop both personally and professionally. However there is more to do.

3.6 How our 2023 DIAP works

3.6.1 Our key ambitions

Ensure our workforce is more diverse and representative of the county and the priority groups we work with.	Build a safe, inclusive and supportive workplace	Ensure equality, diversity and inclusion is an organisational priority

This current version of our DIAP recognises the equality, diversity and inclusion principles set out in Sport England's Code for Sports Governance. It builds on our work to date but recognises our gaps and areas for improvement. It sets targets for our workforce to become more representative of our priority groups and maps out how we'll achieve this - first by understanding the composition of our existing workforce, then by evaluating our gaps and finally by using this data to attract and recruit diverse talent. It explains how we will retain and nurture our workforce by creating and maintaining an inclusive, safe and supportive work environment. And it details how we will ensure EDI becomes and remains an organisational priority, by embedding accountability mechanisms across our governing structures and upskilling our workforce so they feel confident and capable of understanding and supporting our priority groups. We know that only by rooting a strong EDI culture throughout our organisation, can we successfully deliver our strategic objectives and ultimately realise our vision.

3.6.2 Representation

When working towards realising our ambitions, we will focus on three protected characteristics: age, race and disability. We have chosen these as they reflect the main priority groups we work with - older adults, children and young people, ethnically diverse communities and disabled people. By

deepening our representation, support and understanding of people from these communities we hope to forge stronger connections with them and better understand their needs and strengths.

3.6.3 Data

Our plan is data driven. We'll gather data and insight to help us understand our current position and establish our baseline. We'll then take time to analyse this data, acknowledge any underrepresentation and areas for improvement and set targets to help move us forward.

3.6.4 Communication

We want our DIAP to be a purposeful and engaging document – one that staff actively support and are passionate about delivering. To ensure this continued engagement, our plan will be published both internally and externally and underpinned by an annual communications plan. We'll seek to bring it alive during staff collaboration days, external events, and through conversations we hold internally. And, following any revisions or updates to our plan, we will ensure we communicate these to both our internal and external stakeholders.

3.6.5 Leadership and governance

Our DIAP links closely to our strategy and business plan. We know that in order to deliver our strategic objectives around diversity, that in order to make sport and physical activity opportunities available to everyone, we must become a more representative organisation, one that continues to nurture and celebrate diverse talent and strategically prioritises EDI.

Whilst our plan will be delivered by our entire staff team, our CEO and Director of Physical Activity (our primary EDI lead) strategically lead on EDI within our organisation. As such, they will retain primary responsibility for ensuring the DIAP's successful implementation – and our Board will hold them accountable for this. Our EDI steering group and EDI champions group will provide another source of check and challenge as well as support, along with our senior management team and Board.

To help us deliver this plan successfully, we've built in accountability by:

- assigning responsibility for actions
- setting completion deadlines
- defining what success looks like
- establishing measurable targets
- identifying ways of tracking our progress.

This will allow us to celebrate our wins as well as encourage us to step up our efforts when progress slows.

3.6.6 Stakeholder participation

Our plan is evidence-based and has cross-organisational and partner support. For the past few months, as a team, we have been honestly appraising both our strengths and our areas for improvement. Ambitions, priorities and actions have been set following regular consultation with our staff team, EDI steering group and Board and we have actively sought feedback and consensus around the challenges we still face. We have also engaged external stakeholders by seeking their feedback on our actions and priorities and we'll continue to listen to them and use their insight and perspectives to drive the plan's delivery. We identified our external stakeholders based on our ambitions and priorities. Our focus on older adults, children and young people, ethnically diverse groups and disabled people encouraged us to seek support and insight from organisations aligned to these priority groups including Age UK Gloucestershire, Barnwood Trust, Young Gloucestershire, Gloucestershire Race Collective, Lives of Colour and Inclusion Gloucestershire. We intend to:

- seek honest feedback from these organisations on our plan's priorities and actions
- obtain their advice when it comes to setting our recruitment priorities and revising our recruitment and selection process
- use their insight to successfully champion and elevate the voices of our priority groups

- invite them to participate in our programme of learning, designed to improve the confidence and capability of our staff and Board around EDI.

3.6.7 Reporting

We will provide our internal stakeholders including our Board, senior management team, EDI steering group and wider staff team, with regular updates on our delivery progress along with any risks, challenges and highlights from that reporting period. We'll also use our project management office to track our deliverables, monitor resource and capacity and deliver our action plan on time and on budget. And we will report on our progress to funders and external stakeholders through our annual report and regular monthly reports. Further ongoing updates will be available via our website, social media and newsletters and events we hold.

We will also take time to reflect on and capture insights into our DIAP journey – how we, as an organisation, have found the process of creating this DIAP, including what has worked well and what has proved more challenging. We'll then use our learning to inform how we approach other areas of EDI as well as other projects and share this learning across our networks.

DIAP reporting schedule

Internal	Frequency
EDI steering group	• Bi-monthly meetings
Wider staff team	• Bi-monthly meetings • Collaboration days
Senior management team	• Monthly meetings
Board	• Monthly reports • Regular Board meetings
External	**Frequency**
Funders	• Monthly reporting • Annual (via annual report) • Ongoing via our website, social media and newsletters
EDI partner forum (e.g. Gloucestershire Race Collective, Age UK, Activity Alliance, Young Gloucestershire, Lives of Colour, Barnwood Trust)	• Annual (via annual report) • Ongoing via our website, social media and newsletters

3.6.8 Four guiding principles

When creating our DIAP we have worked hard to ensure it is:

✓ **Ambitious** - building on the first iteration of our plan and setting new, challenging targets which will enable us to move the dial on our EDI work	✓ **Bespoke** - addressing the EDI challenges that **our** organisation faces, the ambitions **we** consider important and the areas **we** want to improve on
✓ **Proportionate** - based on an understanding of our existing resources and capacity and what can realistically be achieved in 12 months.	✓ **Measurable** - regularly tracking our progress, capturing areas of inaction as well as learning and evaluating the impact of our actions so that we can drive real change.

3.6.9 Links to other areas of our work

We know this plan is not a standalone piece of work and that actions within it link to other areas including:

- our strategic business plans (disability, health, children and young people, active ageing)
- our internal people plan
- our people and workforce development programme
- our **we can move** leadership project
- the Race Equality Code
- the Disability Confident Scheme.

As part of our commitment to creating a safe, supportive and inclusive work environment, our plan will also include a review of certain HR policies including EDI, harassment and bullying, whistleblowing, grievance, flexible working, maternity and others.

Section 4: Our public pledges and statutory obligations

4.1 Public pledges

In addition to this plan, we have also made public commitments to equality, diversity and inclusion through the following accredited schemes:

- Inclusivity Works
- The Race Equality Code
- The Disability Confident Scheme.

More than just quality marks that we can proudly display, these awards have enabled us to objectively assess how inclusive our workplace is. They've provided us with opportunities to celebrate what we do well, identify areas of growth and drive real change in our workplace culture.

4.2 Statutory obligations

We know that advancing equality, diversity and inclusion through this plan is not only the right thing to do, but it also fulfils our statutory obligations under the Equality Act 2010 and Sport England's Code for Sports Governance. The code requires all organisations in receipt of Sport England and/or UK Sport funding to increase levels of inclusion and diversity across all areas of their organisation. Our plan needs to be agreed by Sport England and then subsequently reviewed, updated and shared publicly.

Section 5: Our plan

5.1 Ambition 1: Ensure our workforce is more representative of the county and the priority groups we work with

5.1.1 Why is becoming more representative important?

We know that becoming a more representative organisation, one that reflects the groups that we work with, will help us to connect more deeply with these communities and with half of our staff in externally facing roles, building strong, meaningful relationships is key. By listening to the voices around our table, by hearing their stories and lived experience, we can strengthen our understanding of their needs, passions and abilities.

And as we start to welcome diverse perspectives and opinions, this will shape our decision making, challenge and improve our strategic thinking and make us a more informed and productive organisation.

A more diverse workforce can also help to enrich our workplace culture, improve our insight into other cultures, backgrounds and ways of living and shift our perspectives.

5.1.2 Our gaps

We know our workforce could be more diverse. Whilst we have strong female representation amongst our staff and Board, with many holding senior positions and whilst our representation within certain protected characteristics sits above the county average, there are still gaps.

- Our Board and staff team is predominantly white and of those who are ethnically diverse, some, by their own admission don't share the same lived experience as the ethnically diverse communities in some of our county's most deprived wards. Whilst we are aware that ethnically diverse candidates are applying for jobs with us, we haven't yet captured enough insight or data to understand why these candidates fail to progress past shortlisting. In order to successfully recruit more ethnically diverse staff, we need to gain a better understanding of why this is.

- Whilst we have had younger candidates assume positions on the Board over the past three years, two have since moved on, resulting in a loss of perspective and insight from this demographic. Although we have proven successful in recruiting younger people to our Board, we have perhaps not given enough thought as to how we can utilise their skills and experience and nurture their personal development. Work needs to be done to better understand how we can create valuable experiences for them - so they feel better able to contribute and enjoy a greater sense of belonging.

- We'd like to attract more employees with disabilities. We know from experience that having disabled people on our workforce brings a wealth of valuable insight and knowledge to our work. It informs every area of our organisation including projects, event planning and office culture. It helps to feed our understanding, challenge long-held myths and become more empathetic colleagues. However, we currently don't know why we're unable to attract and recruit more disabled people to our roles and will need to conduct a thorough analysis of our recruitment data and review our recruitment process in order to capture this insight.

- There are currently big sector gaps in our programme group too, with most members stemming from the statutory or health sectors. Whilst they bring a wealth of experience, knowledge and skill to the group, participation from individuals from other sectors could help to enrich conversations and challenge thinking.

5.1.3 Our priorities

- We'll establish our diversity baseline by gathering and analysing demographic and other data about Board and staff.
- We'll use this data to set recruitment priorities and explore alternative ways of improving our workforce diversity.

- We'll create an inclusive and accessible recruitment process.
- We'll champion and elevate the voices of our priority groups.
- We'll report on our workforce diversity to stakeholders.

5.1.4 What success will look like

✓ A comprehensive understanding of our Board and staff composition– including demographics, skill strengths and gaps and recruitment patterns
✓ Insight led recruitment targets which identify the gaps in our workforce
✓ Decisions made around whether we trial alternative pathways to diversify our workforce
✓ Review of our recruitment process and implementation of an inclusive and accessible recruitment pack
✓ Clear governance/leadership structure for **we can move**
✓ Increased diversity in the **we can move** programme group
✓ Regular review and communication of diversity data and targets to internal and external stakeholders

5.2 Ambition 2: Build a safe, inclusive and supportive work environment

5.2.1 Why is workplace culture important?

Our team is without doubt our greatest asset. The skill, insight, knowledge and passion that each individual brings to their role is really what makes our organisation such a vibrant and engaging place to work. In order to retain and nurture this talent we want to continue to build an inclusive environment in which each member of our team feels valued, respected and empowered to contribute.

We know that creating a workplace where staff feel they belong and can thrive will have long-term benefits for our organisation too including improving employee engagement, increasing productivity and reducing absenteeism.

5.2.2 Our gaps

Over the past three years we have worked hard to create a flexible and supportive office culture. We've introduced a varied and comprehensive wellbeing package for staff, regular socials, a buddying and mentoring scheme, opportunities to work remotely and encouraged staff volunteering. All of these initiatives have been positively embraced by our team and resulted in very high levels of staff satisfaction, as evidenced in recent staff satisfaction surveys.

However, we have identified some areas that need attention.

- An information heavy onboarding process with a lot of focus on processes and systems, which can prove challenging for new employees to digest and inaccessible to neurodiverse staff members.

- Inconsistencies in the way our team experience support within the organisation.

- A fledgling mentoring system that is yet to find its feet and be properly utilised by staff.

- A reactive annual training programme which has not been shaped by our own insight and is yet to be fully aligned to our strategic priorities.

5.2.3 Our priorities

- We'll establish our staff wellbeing baseline by gathering and analysing HR, staff satisfaction and wellbeing data.
- We'll support our people by upskilling line managers, growing diverse talent and encouraging greater engagement between our Board and staff.

- We'll build psychological and physical safety in our workplace.
- We'll create an inclusive workplace where our staff feel they belong, can be their best selves and thrive.

5.2.4 What success will look like

✓ Comprehensive understanding of staff satisfaction and wellbeing following analysis of HR data
✓ Line managers and senior project officers upskilled and reporting positively on the skills, knowledge and confidence gained from training they've received
✓ Greater collaboration and connection between Board and staff
✓ Staff reporting that they feel valued, respected and comfortable to challenge or raise questions about organisational practice
✓ Greater staff awareness of the operational frameworks and policies and procedures that exist to support them and positive feedback on how these have supported their wellbeing at work
✓ Greater diversity of staff participating in collaboration days, and leading/initiating learning and wellbeing activities

5.3 Ambition 3: Ensure equality, diversity and inclusion is an organisational priority

5.3.1 Why is embedding EDI across the organisation a priority?

If responsibility for equality, diversity and inclusion sits with just a handful of staff, should these individuals leave, we risk losing valuable insight, knowledge and passion. Ensuring engagement with equality, diversity and inclusion spans our entire workforce will help to ensure its sustainability within our organisation.

Tackling inequalities is our organisation's core purpose. By upskilling our workforce and ensuring they are confident and capable of prioritising EDI in their work, we'll be better equipped to deliver our strategy and have greater impact.

Embedding accountability and reporting mechanisms throughout the organisation will help to reduce inefficient and unproductive work practices and means we'll be more likely to successfully deliver on our EDI objectives.

5.3.2 Our gaps

- Although there is universal recognition of how important equality, diversity and inclusion is to our work, we currently lack a robust EDI governance framework. As such delivery of our EDI work is disjointed and sits with a few members of the team. We need to embed responsibility and accountability for EDI across our organisation, from our Board, through to our senior leadership team and to all staff members.

- There is still work to be done to ensure all staff feel confident and capable of delivering our EDI objectives. Staff have been open with us about the challenges they face around engaging more with EDI. These include:

  o a lack of knowledge
  o limited time and capacity
  o a lack of clarity around how our diversity inclusion action plan links to our areas of work
  o concern about getting the language wrong and causing offence
  o a lack of momentum around EDI, caused by our failure to consistently share learnings.

5.3.3 Our priorities

- We'll establish our knowledge, confidence and governance gaps around EDI via data gathering.
- We'll create a robust EDI governance framework which will outline where responsibility and accountability for EDI lies within our organisation.

- We'll increase staff confidence and capability around EDI through a programme of learning for all staff and the Board, by relationship building with priority groups in our community and by using our project office and equality impact assessments to track project beneficiaries with protected characteristics.

5.3.4 What success will look like

- ✓ A clear understanding of Board and staff knowledge, confidence and governance gaps around EDI
- ✓ The creation and publication of an accessible EDI accountability ladder with decision making pathways clearly identified
- ✓ EDI accountability formalised in job descriptions, codes of conduct and Board committee terms of reference
- ✓ Active participation by Board and staff in EDI learning opportunities (structured and unstructured)
- ✓ An insight-led programme of EDI learning, which is well attended, receives positive feedback from staff and which staff say enhances their comfort, capability and confidence around EDI
- ✓ Strong engagement with a diverse network of partners and stakeholders from across the sector, specifically those who work with our priority groups

Appendix 1: Our DIAP summary

Ambition	Priorities	Actions will include	Person/s responsible	Completion date
1. Ensure our workforce is more diverse and representative of the county and the priority groups we work with.	1. Establish our diversity baseline	• Gathering data from staff and Board diversity surveys and the Board effectiveness review	EDI leads, operations lead and Board chair	**June 2024**
		• Gathering and analysing recruitment patterns from existing HR data		**May 2024**
	2. Set informed recruitment priorities	• Analysing all data and comparing it with county demographic data to identify gaps in our workforce diversity	EDI leads and operations lead	**June 2024**
		• Setting recruitment targets based on data	Senior management team (SMT)	**July 2024**
		• Exploring alternative ways of increasing our workforce diversity including secondments, internships, volunteering, funded opportunities and work placement schemes	EDI steering group	**July 2024**
	3. Create an inclusive and accessible recruitment process	• Gather feedback from staff and external stakeholders on our recruitment processes – what works well and what could be improved.	Operations lead	**July 2024**
		• Revise existing processes and documents based on findings and create new inclusive and accessible recruitment pack		**September 2024**
	4. Champion and elevate voices of our priority groups	• Delivering the **we can move** Changemaker programme and governance/leadership project	People, place and partnerships lead	**April 2025**
		• Partnering with external stakeholders to improve our insight into priority groups	Physical activity specialists	**April 2025**
	5. Report on workforce diversity to internal and external stakeholders	• Ensuring diversity targets are met during our recruitment process	Operations lead	**September 2024/April 2025**
		• Publishing our EDI commitments and workforce diversity data to partners and stakeholders	EDI leads and head of communications and marketing	**April 2025**

2. Build a safe, inclusive and supportive workplace	1. Establish our staff satisfaction and wellbeing baseline	• Gathering and analysing existing HR data including health and wellbeing survey results, absence and sickness data, probation meeting notes and exit interview	EDI leads and operations lead	**June 2024**
	2. Support our people	• Upskilling line managers through bespoke training and mentoring	SMT and operations lead	**December 2024**
		• Growing diverse talent (younger, disabled, older and ethnically diverse employees) through tailored leadership training and mentoring opportunities.	SMT and operations lead	**April 2025**
		• Encouraging greater engagement and learning between the Board and staff	Board chair and chief executive	**April 2025**
	3. Build psychological and physical safety in our workplace	• Determining what psychological safety means to Active Gloucestershire	EDI leads and operations lead	**June 2024**
		• Mapping out employee journeys for disabled employees	EDI leads and operations lead	**August 2024**
		• Identifying and publishing support mechanisms for staff who feel psychologically unsafe	SMT and operations lead	**September 2024**
		• Reviewing and adapting our onboarding process	Operations lead	**October 2024**
		• Together with staff, creating a staff code of conduct	Safeguarding lead and operations lead	**November 2024**
		• Implementing a health and safety framework	Operations lead	**May 2024**
		• Organising training for staff including safeguarding and adults at risk training.	Safeguarding lead and operations lead	**May 2024**
		• Reviewing and adapting HR policies	Operations lead and EDI leads	**January 2025**
		• Embedding Level 1 and working towards Level 2 of the Disability Confident Scheme	EDI leads and chief executive	**March 2025**
	4. Create an inclusive workplace where staff feel they belong, can be their best selves and thrive.	• Gaining the Healthy Workplaces accreditation	EDI leads and operations lead	**May 2024**
		• Creating and implementing a wellbeing strategy		**July 2024**
		• Consulting with and learning from external stakeholders		**August 2024**
		• Providing opportunities for staff to participate in and lead sessions and champion their personal interests and passions through staff socials, away days and wellbeing group activities		**April 2025**

3. Ensure equality, diversity and inclusion is an organisational priority	1. Establish our knowledge, confidence and governance gaps around EDI, via data gathering	• Analysing and implementing the Board effectiveness review	Board chair and SMT	**May 2024**
		• Holding conversations with the Board around EDI commitment, capacity and confidence	Board chair and SMT	**July 2024**
		• Analysing staff feedback from 2022 around "barriers to EDI"	EDI leads	**July 2024**
		• Analysing our existing EDI governance structure and shaping a new framework	EDI leads	**July 2024**
	2. Create an EDI governance framework	• Creating and communicating an EDI accountability ladder	EDI leads	**June 2024**
		• Reviewing staff and Board JDs and adding EDI responsibilities to them.	Board chair and SMT	**February 2025**
		• Considering Board EDI champion(s) with specific EDI objectives	Board chair and Board EDI champion	**February 2025**
		• Updating/creating codes of conduct that feature EDI for Board and staff	EDI leads and SMT	**October 2024**
		• Reviewing and amending all terms of reference for Board and staff committees	EDI leads, SMT and Board chair	**March 2025**
		• Creating an EDI reporting schedule and communications plan	EDI leads and head of marketing and communications	**July 2024**
	3. Increase staff and Board confidence and capability around EDI	• Establishing staff and Board confidence and capability levels around EDI	EDI leads and SMT	**July 2024**
		• Creating and promoting an EDI programme of learning for staff and Board	EDI leads, SMT and operations lead	**July 2024**
		• Building relationships with community groups via volunteering, awareness days and outreach visits	EDI steering group	**April 2025**
		• Using project office and equality impact assessments to track project beneficiaries with protected characteristics	Insight officer	**September 2024/April 2025**