



Active Norfolk
Diversity & Inclusion Action Plan (DIAP)
2022-26

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1. Introduction

a. About us

Active Norfolk is the Active Partnership for the County of Norfolk with a remit and vision to make being physically active the norm for everyone in Norfolk. We want to see a county where everyone can benefit from the advantages that being physically active offers irrespective of any difficulties that their health, personal circumstances or demographics might present.

As such our work will be targeted towards those impacted by such issues and those who can benefit the most from physical activity. Research shows that uptake of physical activity is low within demographics such as 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 in terms of participation in physical activity. The impact of Covid-19 has also deepened the health and physical activity inequalities evident across some of these groups. These aims are the founding principles of our strategy, 'Getting Norfolk Moving, 2021-2026'

We aim to achieve this through four key work strands:

- Children & Young People
- Strengthening Communities
- Health & Wellbeing
- Active Environments

Active Norfolk went through a significant restructure in 2021 to align the workforce to deliver against these strategic work areas. A flexible working policy is operated to allow staff to work remotely and at times and places that suit their needs. The organisation is also governed by a Board of Directors and is accountable to Sport England through the DCMS Tier 3 governance standards due to the receipts of public funding which underpin a large part of the work that is done.

b. Our Vision

A Norfolk where being physically active is just 'what people do' in their daily life. Where financial circumstances, health and ability aren't a barrier to exercise. Where opportunities are designed around individual and community needs and promoted so effectively that everyone knows about them and why they should be involved.

c. Our Mission

We drive collaborative and innovative approaches that inspire and enable communities across Norfolk to build physical activity into their lives. Our work today lays the foundations for a more sustainable, healthy and active Norfolk of the future.

d. Inclusion and Diversity

It should be apparent from the outline above and the strategic aims of the organisation that understanding and working with the diverse groups we seek to support needs to be at the heart of everything we do. As such this Diversity & Inclusion Action Plan will be a key

driver of our work in the coming years. We recognise that our workforce needs to be as diverse as possible, and more aware of the issue facing the groups that we are targeting. To do this we will need to change the way we work and think and be receptive to new ideas and viewpoints. We will need to find ways of incorporating the views and insight on offer from our target audience into our governance and decision making. If we are truly to make a difference to those groups. As such this plan will be a focus of work and change across Active Norfolk and will occupy a prominent place in the work of all teams and the Board and its governance structures as we seek to embed a genuine engagement with various groups and really listen to them.

Some figure illustrating the challenges we face and the importance of connecting with these groups are below:

- Low Socio Economic Group (LSEG): Those in routine/semi-routine jobs and those who are long-term unemployed (lower socioeconomic groups) are least likely to be active (48% not meeting guidelines) compared to 29% in higher socioeconomic groups
- Age: Activity levels generally decrease with age by 75+: 62% are not meeting physical guidelines
- Disability: Activity is less common for disabled people or those with a long-term condition (55% not meeting guidelines) than those without (34% not meeting guidelines)
- Ethnicity: Black children and young people (U16) are the least likely to be active (35%)

We will seek to implement the actions listed in the coming 4 years. If we are successful in these actions and ambitions we are confident that we will change the way we work and reach more of our target audience more effectively than before, getting us closer to achieving our overall aims.

2. Diversity, Inclusion & Equality Statement

Active Norfolk is committed to being an organisation that embraces diversity, equality and inclusion through every aspect of its governance, staffing and distribution of resources. We recognise however that (as of July 2022) there is still much to do as an organisation to ensure that we are representative in our decision making and understanding of the people and communities we seek to impact.

As such it will incumbent on every person within Active Norfolk, from Board level to all staff, to engage with, uphold and proactively promote the activities of the Active Norfolk Diversity & Inclusion Plan, and all relevant policies relating to this area. Without this level of commitment to Diversity and Inclusion across all areas it is unlikely we will achieve the level of impact sought in our current strategy.

3. Ownership & Review

This plan will have the following creation & review process:

Process	Responsibility	Date
Creation of draft plan incorporating external input and best practice	Operations Manager / Safeguarding, Inclusion, Diversity & Equality (SIDE) Continuous Improvement Group - complete	June 2022 (AN Board meeting)
Review of DIAP draft and process by Active Norfolk Board	AN Board - complete	15 th June 2022
Review of DIAP by Active Norfolk SMT	AN SMT - complete	30 th June 2022
External critique from NCC & EDI contacts (2-4 relevant groups). BAME, Disability & LGBTQ+	NCC – EDI department critique (complete) BAME (GS / KT) - New Routes - complete Disability (EV) – DRAGONS / Independence Matters - complete LGBTQ+ (SK) – Norfolk LGBTQ+ - complete	15 th August
Additional amendments and updates to plan ready for final sign off	SIDE group	30 th August 2022
Final sign off by AN Board	AN Board	21 st September 2022
Ongoing implementation of plan – will involve ongoing engagement and review with external groups	External groups SMT, SIDE Group, named staff, AN Board	Ongoing
Annual review of DIAP	Report and recommendations by SIDE group to AN Board	Annual (September)

Plan Version History

V1.0	10 th June 2022
V2.0	18 th July 2022
V3.0 (Final Draft)	19 th August 2022

<p>1. Recruitment / Personnel</p> <p>How the organisation will attract an increasingly diverse range of candidates, both within the main team and across the board</p> <p>Objective</p> <p><i>Embed good diversity and inclusion practice into our recruitment activities and decision making processes</i></p>				
Priorities	Actions	Person(s) Responsible	Completion Date	Status & outcomes
<p>Short Term:</p> <p>Ensure Board maintains appropriate focus on and understands the importance of Equality & Diversity</p>	<ul style="list-style-type: none"> • Ensure DIAP is a standing item on every Board meeting agenda • Nominate a Board Champion for Equality & Diversity, to also sit o the SIDE Group • Provide appropriate training for that Board member if required 	<p>Director Operations Manager Chairman</p>	<p>July 2022 then ongoing</p> <p>Sept 2022</p> <p>Sept 2022</p>	<p>Complete and in place</p> <p>In progress</p> <p>Not started / as req'd</p>
<p>Develop a full picture of staff and Board diversity to check and align against representation in Norfolk and / or selected areas.</p>	<ul style="list-style-type: none"> • Undertake a staff and Board diversity questionnaire collecting data on protected characteristics • Be clear on how this data is used. • Gain a clear picture of current staff and Board. Identify gaps and develop an analysis of where attention is to be focused. • Ensure this analysis feeds into other actions on recruitment and engagement in the plan 	<p>Operations Manager Insight & Evaluation Officer</p> <p>SIDE group</p>	<p>Sept 2022</p> <p>Oct 2022</p> <p>Oct 2022</p> <p>Ongoing</p>	<p>In progress</p> <p>Not started</p> <p>Not started</p> <p>Not started</p>
<p>Medium Term:</p> <p>Ensure all recruitment processes recognize and understand the 9 protected characteristics to give</p>	<ul style="list-style-type: none"> • Ensure all recruitment activity focuses on identified target and deficient segments of representation. 	<p>Director Operations Manager Strategic Communications</p>	<p>September 2022 and ongoing</p>	<p>In progress (Young NED recruitment spring 2022)</p>

Active Norfolkthe best chance of achieving gender equality (and DCMS minimum requirements) and / or increasing diversity on board or within the team	<ul style="list-style-type: none"> Align with partner mapping work to ensure that targeted groups are directly engaged in staff or Board recruitment processes 	Officer		Not started
Upskill our SMT and board members enabling them to select and recruit candidates in an inclusive way	<ul style="list-style-type: none"> Research and deliver appropriate inclusive training calendar including areas such as unconscious bias, anti-discrimination and use of language, Insight training on Norfolk demographics. Incorporate into overall EID calendar Maintain a record of all training courses for Board and Staff 	SIDE Group Operations Manager	November 2022 November 2022	In progress In progress
Begin work to increase age diversity of board – ensure we have representation of different age groups (also see Long Term below)	<ul style="list-style-type: none"> Target 2 x 18-30 yr old NEDs for the Board Utilise Young Trustee Movement reach and guidance to promote vacancies effectively. Develop an appropriate recruitment pack that will appeal to younger people Ensure selection methods are inclusive and informal 	Ops Manager Director Board Chair Nominations Committee		Complete (spring 2022) Complete Complete Complete – requires review for future packs
Provide a regular stream of diverse integration and input into Active Norfolk work strands and staff understanding	<ul style="list-style-type: none"> Engage with local community groups, disability groups and educational establishments to recruit at least two work placements per year (representing young and / or impaired demographics) Develop a work placement plan and programme for specific opportunities that can be advertised with relevant 	Operations Manager SIDE Group Locality Manager	Commence October 2022 – 6 monthly reviews	Not started KT to speak to SW

	partners and groups. – Starting point – possible mental health support from young people (ATPF etc).			
Review wider office culture and existing flexible working arrangements to see how these can be improved further to accommodate all staff.	<ul style="list-style-type: none"> • Ensure Flexible Working Policy is regularly reviewed and supports flexibility required to retain staff • Produce one page ‘quick reference’ guide to summarise and embed an inclusive culture at Active Norfolk and ensure needs are being met and highlighted. • Deliver appropriate technology to facilitate remote and hybrid working. 	BSO & Operations Manager	<p>Annually or in line with staff feedback</p> <p>September 2022</p> <p>June 2022</p>	<p>Ongoing – last review April 2022</p> <p>Hybrid conferencing in place. Office re-organised for hot desking with new docks, monitors, chairs</p>
Embed Diversity and Inclusion in all aspects of our work	<ul style="list-style-type: none"> • EID and unconscious bias to be included in all work plans and PDPs for all staff. • Ensure that Project Planning includes specific diversity and inclusion provision and evaluation 	<p>Line Managers. KT – through WP template</p> <p>Project Manager & Project Leads</p>	Between July 2022 - April 2023	<p>Not started</p> <p>Not started</p>
Identify the longer- term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	<ul style="list-style-type: none"> • Conduct appraisals and one to ones with staff to gather information on their specific training needs and requests. • Build up a bank of expert training providers across different disciplines e.g. governance, finance, writing and leadership, cultivate these relationships to develop and deliver a wide ranging training calendar. • Encourage staff to apply for leadership schemes/coaching with external 	<p>Line Managers</p> <p>SIDE group / Ellen Vanlint</p> <p>Line Managers / SMT</p>	<p>Ongoing</p> <p>November 2022</p> <p>Ongoing</p>	<p>In progress</p> <p>Not started</p> <p>In progress</p>

	organisations e.g. ACEVO, The Leadership Centre			
<p>Long Term:</p> <p>Continually evaluate progress against EID ambitions</p>	<ul style="list-style-type: none"> Annually review existing make up of board and staff Continue to approach new organisations in reference to widening the diversity on the board / sub-committees Share case studies and stories to members of staff and board members Expand the partners we engage with on a regular basis and look to develop some focus group work in targeted areas. Consider audit of resource and service allocation by people with lived experience. 	<p>Chair Director Operations Manager</p> <p>Board / Chair</p> <p>Comms Officer</p> <p>SIDE Group</p> <p>SIDE Groups / SMT</p>	<p>January 2023</p> <p>Bi-annually</p> <p>Bi-Annually + Annual (impact report) Sep – Nov 2022</p>	<p>Ongoing – last review Dec 21 / Jan 22</p> <p>Not started (GS to conduct approaches)</p> <p>In progress</p> <p>Not started</p> <p>Not started</p>
Explore alternative recruitment channels and candidate pools	<ul style="list-style-type: none"> Research options annually both locally and nationally. Maintain a log of options used with evaluation where possible Source best practice annually against other AP activities 	Operations Manager	Annually (Nov 2022) and ongoing	<p>In progress – looked at several new options</p> <p>In touch with 3 Aps ref their recruitment practices</p>
Increase diversity (age, gender, LGBTQ+ disability, LSEG, Ethnic minorities and all protected characteristics) where possible across the Board and all sub-committees.	<ul style="list-style-type: none"> Secure representation from every age bracket between 20-60 (e.g. 20-30 year olds, 30-40 year olds, 40-50 year olds and 50-60 year olds) across the Board and sub-committees Create a targeted recruitment strategy which specifically targets and proactively invites applicants from different demographics and characteristics 	Board, Chair, Operations Manager, Director, Side Group, Nominations Committee	<p>March 2025</p> <p>November 2022</p>	<p>Complete – with the addition of two x Young NEDs, summer 2022</p> <p>In progress – some changes made to 2022 recruitment but more needed</p>

	<ul style="list-style-type: none"> Seek to incorporate those with relevant lived experience in future Board recruitment processes 		As required	Not started
Monitor the equality and diversity of applicants, so the effectiveness of our recruitment strategies can be determined	<ul style="list-style-type: none"> Analyse findings on applicants highlighting groups that are over and under-represented after any recruitment activity. Feed to SMT / Nominations committee as appropriate to inform the Recruitment strategy 	Operations Manager / Insight & Evaluation Officer	November 2022	In progress – baseline of data being created

<p>2. Marketing, Communications and Engagement</p> <p>How our commitment to diversity is communicated and delivered through internal practices and externally</p> <p>Objective <i>Ensure all publications and processes both internally and externally are in line with Active Norfolk's commitment to diversity and inclusion.</i></p>				
Priorities	Actions	Person(s) Responsible	Completion Date	Status & outcomes
<p>Short Term: Ensure that our website and regular publications are in line with accessibility guidelines.</p>	<ul style="list-style-type: none"> Review and update Active Norfolk Brand guidelines (for both partners and internal) to ensure EDI compliance aligned to best practice, training and insight, as well as being inclusive and accessible Follow all of these guidelines regarding typeface and images at all times Use inclusive imaging for all advertising and promotional material Seek best practice from other AP's and relevant organisations Ensure compliance with the web accessibility regulations/accessible for people with screen readers etc 	MarComms / Digital Team	Ongoing task Ongoing Ongoing Ongoing Ongoing	In progress In progress In progress Not started Not started
Check imagery used on website and in publications to align with inclusivity and diversity requirements	<ul style="list-style-type: none"> Conduct an annual communications audit, reviewing the variety of formats, language and images used in our printed and digital media and how well they will resonate with 	MarComms / Digital Team	November 2022	Not started

	<p>under-represented groups.</p> <ul style="list-style-type: none"> Following the audit, incorporate changes/improvements into our developing marketing strategy. Share learnings with the team and ensure their consistent implementation across the organisation. 		November 2022	Not started
Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	<ul style="list-style-type: none"> Create an EDI Policy for Active Norfolk to underpin and frame the overall direction of the work and this plan Agenda the diversity action plan for upcoming Board meetings and annual Board away day. Ensure EDI is at the heart of all team discussions and agendas Make EDI a key part of work planning and review Project delivery planning to contain EDI insight, review and action EDI focus to be incorporated into sub-committee ToRs 	<p>Operations Manager</p> <p>Operations Manager</p> <p>SMT / Line Managers</p> <p>SMT / Line Managers</p> <p>Project Manager / Project Leads</p> <p>Operations Manager / AN Board / Sub-committee Chairs</p>	<p>August 2022</p> <p>June 2022 onwards</p> <p>September 2022</p> <p>July 2022 onwards</p> <p>July 2022 onwards</p> <p>December 2022</p>	<p>In progress</p> <p>Complete & in place</p> <p>Not started</p> <p>Not started</p> <p>Not started</p> <p>In progress</p>
<p>Medium Term:</p> <p>Develop a full picture and map of partner and community opportunities overlaid against Active Norfolk target groups</p>	<ul style="list-style-type: none"> Use Katala to review the current make up of key Active Norfolk partners and identify gaps or opportunities for improvement – mapping Use existing and new insight opportunities to identify key groups aligned to strategic need that can be used to inform how to reach new potential recruits and be a part of 	<p>Insight & Evaluation Officer SIDE Group</p>	<p>November 2022</p> <p>November 2022</p>	<p>In progress</p> <p>Not started</p>

	recruitment processes			
Deliver engagement activities with identified partners and groups to align with recruitment and marcomms strategies and actions	<ul style="list-style-type: none"> • Develop a research and contact framework for targeted groups • Consider planning and expert consulting on cultural behaviours, key contacts, timeframes, outcomes, feedback for partners. 	SIDE Group	November 2022	Not started Not started
Ensure marketing and communications activity have a focus and priority on specific targeted and underrepresented groups	<ul style="list-style-type: none"> • EID to be specifically and explicitly integrated in to the MarComms plans • Regular news items on website showcasing work with equality partners and underrepresented groups locally • Ensure promotion of specific campaigns relating to under – represented groups • Research into what can be done to highlight opportunities for under represented groups • Share timetable of annual campaigns and ensure we promote via website and social media 	<p>Marcomms / digital team</p> <p>Marcomms / digital team</p> <p>MarComms / digital team</p> <p>MarComms / Insight Officer</p> <p>Marcomms / digital team</p>	<p>September 2022</p> <p>Minimum quarterly</p> <p>Ongoing</p> <p>December 2022</p> <p>September 2022</p>	<p>In progress</p> <p>Not started</p> <p>Ongoing</p> <p>Ongoing</p> <p>In progress</p>

Widen our understanding of the under-represented groups we work with.	<ul style="list-style-type: none"> • Provide equality and diversity training for Trustees, including unconscious bias and anti-discrimination training, behaviour change and LGBTQ+ awareness training for staff & Board NEDs 	SIDE group / AN Board	March 2023	Not started
	<ul style="list-style-type: none"> • Provide insight around target groups across Norfolk where aligned to our strategic aims 	SIDE Group / Insight Officer / Marcomms Officer	December 2022 and ongoing	Not started
	<ul style="list-style-type: none"> • Attend relevant networking events across Norfolk as well as ensuring community outreach visits through our work are enacted for all staff. 	SIDE Group & relevant staff	From September 2022	Not started
Secure check and challenge on inclusivity MarComms provision from selected and relevant groups and partners to ensure our communications are relevant and accessible to target audiences	<ul style="list-style-type: none"> • Identify 2-3 relevant groups to review selected communications and web offers 	SIDE Group & Marcomms Officer	From November 2022	Not started
	<ul style="list-style-type: none"> • Consider the activation of a defined group to monitor this on an ongoing basis. 	SIDE Groups & Marcomms Officer	January 2023	Not started
Develop methods of integrating a more diverse perspective into the decision making of the organization across all levels.	<ul style="list-style-type: none"> • Research, Propose & Develop a new inclusive range of engagement groups and forums that directly feed into the existing governance and decision making 	SIDE Group / Localities Team / SMT / Operations Team		Not started
	<ul style="list-style-type: none"> • Create a model of community panels and forums with a process of how feedback is recorded and fed in to existing groups and work 	SIDE Group		Not started
Long Term: Develop a fully integrated governance structure that incorporates lived experience and community feedback into all aspects of our work	<ul style="list-style-type: none"> • Ensure that individuals from existing focus groups (see Medium Term) are invited to join relevant governance groups within Active Norfolk 	Marketing Team, Operations team	Aim to have started this by end of 2022 with groups in chosen areas.	Not started
	<ul style="list-style-type: none"> • Review the Active Norfolk Structure to 	AN Board / Director	April 2023	Not started

	<p>assess whether additional or amended groups are needed to account for new decision making opportunities</p>	<p>/ Operations Manager</p>		
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Glossary:

- SMT – Senior Management Team (at Active Norfolk)
- EDI – Equality, Diversity & Inclusion
- LGBTQ+ - Lesbian, Gay, Bisexual, Transgender, Queer + other Sexual identities.
- LSEG – Lower Socio Economic Group
- ToR – Terms of Reference
- SIDE group – Safeguarding, Inclusion, Diversity & Equality Group: An Active Norfolk internal Continuous Improvement Group
- MarComms – Marketing & Communications
- AN – Abbreviation for Active Norfolk