



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

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1. Introduction from the Chair

Active Norfolk is the Active Partnership for the County of Norfolk - our vision is 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, and that of partner organisations and systems, will be targeted towards those impacted by these inequalities and those who can benefit the most from physical activity. When put in these terms, it is clear how vital it is that as a forward-thinking organisation, we have a robust and ambitious plan to address diversity and inclusion. This applies equally to our work and the way we do it, as well as the work of our partners and community providers. We have to tackle these inequalities from all angles in a range of ways such is the complexity of the challenge. We need to ensure that opportunities are designed around individual and community needs and promoted effectively, so that everyone concerned knows about them and why they should be involved.

Research shows that uptake of physical activity is low within demographics such as women and girls, ethnic minority groups, LGBTQ+ groups, low socio-economic communities, disabled people, older adults and young people. The impact of Covid-19 has also deepened the health and physical activity inequalities evident across some of these groups. Reducing inequalities is a founding principle 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

With all this in mind, we have created this plan to focus minds on the challenges of tackling inclusion and diversity, as the success of our interventions and attempts to shift the culture and thinking of partners and our own team on this front will be fundamental to the success of our strategy and vision. This is a moment of opportunity for physical activity in Norfolk and we would like all those we work with to be thinking of how they can play their part in making opportunities to be physically active as inclusive as possible.



Kevin Revell,
Chair, Active Norfolk Board

2. Further background

Active Norfolk went through a significant restructure in 2021 to align the workforce to deliver against the four strategic work areas. A flexible working policy is operated to allow staff to work remotely and at times and places that suit their needs, and promote inclusive working practices. 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.

This plan has been designed in collaboration with a range of local partners who have been consulted on the initial content, as well as ongoing peer review and collaboration within the Active Partnership network and support from expert consultants facilitated by Sport England. Ongoing monitoring of the plan is conducted by a specific internal working group of staff and Board members that also feeds in to the Senior Management Team of Active Norfolk. A Board 'champion' (one of the Directors) is specifically allocated to the Board to provide this support and give focus to the issues and activities at Board level.

Some figures illustrating the challenges we face and the importance of connecting with these groups are below (national statistics):

- 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. Norfolk has slightly elevated levels of people in low socio-economic groups compared to England (23.3% vs 22.5%), this equates to 132,672 people in Norfolk. (Approximated Social Grade, England & Wales: Census 2021).
- Age: Activity levels generally decrease with age by 75+: 62% are not meeting physical activity guidelines. North Norfolk is the area with the highest median age of 54, this is significantly higher than the national average of 40 and has been steadily rising with a 3-year increase since 2011. Norfolk has over 105,000 people aged 75+ this is over 11% of the population. (ONS - 2021 Census)
- 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). 28% of the Norfolk population is living with some form of long term mental or physical health condition, 20% are disabled under the equality act. In numbers this equates to over 250,000 people in Norfolk (ONS - 2021 Census).
- Ethnicity: The Active Lives Adult Survey 2021-22 found no ethnic minority group is showing a reportable improvement in physical activity levels compared to November 2015-16. This shows widening inequalities as White British adults have seen activity levels increase over the same period (up 1.6%). The population of Non-White British in Norfolk is around 49,000 (5.3%), this small population size creates unique challenges to increasing physical activity amongst this group. (ONS – 2021 Census).

Demographic Information: [2021 Census Profile for areas in England and Wales - Nomis \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/census/2021)

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.

3. 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 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.

4. 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 2022
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 SMT, SIDE Group, named staff, AN Board	Ongoing

external groups		
Annual review of DIAP	Report and recommendations by SIDE group to AN Board	Annual (September)

Plan Version History

Version	Date of review	By
V1.0	10 th June 2022	K Tuck
V2.0	18 th July 2022	EDI Group
V3.0 (Final Draft)	19 th August 2022	SMT
Final plan (Board sign off)	15 th Sept 2022	AN Board
2023 update	21 st March 2023	K Tuck & E Vanlint
2023 update (2)	April 2023	SMT
2023 update (3)	16 th May 2023	K Tuck & E Vanlint
2023 update (4)	5 th Sept 2023	K Tuck & E Vanlint
2023 sign off (Board)	13 th Dec 2023	AN Board
2023 update (5)	19 th Dec 2023	K Tuck
2024 update (1)	24 th Jan 2024	K Tuck & E Vanlint
2024 update (2)	4 th June 2024	K Tuck & E Vanlint
2025 update	15 th January 2025	K Tuck & E Vanlint

Last review: 4th June 2024

By KT & EV

Recruitment / Personnel

How the organisation will attract an increasingly diverse range of candidates, both within the main team and across the board

Objective

Embed good diversity and inclusion practice into our recruitment activities and decision making processes

Priorities	Actions	Who is responsible?	Completion date	Status	Outcomes & Comments
SHORT TERM					
Ensure Board maintains appropriate focus on and understands the importance of Equality & Diversity	Ensure DIAP is a standing item on every Board meeting agenda	Chair / Ops Manager	Jul-22	Complete	
	Nominate a Board Champion for Equality & Diversity, to also sit on the SIDE Group	Chair / Ops Manager	Sep-22	Complete	Sadie Parker in post and approved by Board Dec 2022
	Identify appropriate training for that Board member if required (include D&I Officer and Ops Manager)	Inclusion Officer	Jan-23	Complete	Training delivered to Board in May / June 2023
Develop a full picture of staff and Board diversity to check and align against representation in Norfolk and / or selected areas.	Undertake a staff and Board diversity questionnaire collecting data on protected characteristics	Ops Manager	Jun-23	Complete	Data collected and report produced for board June 2023
	Gain a clear picture of current staff and Board. Identify gaps and develop an analysis of where attention and actions are to be focused	SIDE Group	Jun-23	Complete	Some action already taken (eg Young NEDs) but full report needed to inform actions. Report has highlighted need to target ethnic minorities and disabilities in next Board recruitment phase
	Ensure this analysis feeds into other actions on recruitment and engagement in the plan	SIDE Group, Board	May-23	Complete	Used for new advert texts for Board and staff vacancies in 2nd half of 2023

MEDIUM TERM					
Ensure all recruitment processes recognize and understand the 9 protected characteristics to give Active Norfolk the best chance of achieving gender equality (and DCMS minimum requirements) and / or increasing diversity on board or within the team	Ensure all recruitment activity focuses on identified target and deficient segments of representation.	Director, Chair, Ops Manager, SMT	Ongoing	In Progress	Completed with Young NED recruitment x 3 (Summer / winter 2022). Also for Board Finance NED vacancies (Autumn 2023)
	Align with partner mapping work to ensure that targeted groups are directly engaged in staff or Board recruitment processes	Director, Chair, Ops Manager, SMT, Insight & Eval Officer	Ongoing	In Progress	To be used as and when needed. Used in Finance NED recruitment - targeted ethnic minorities through new advert styles and direct contact with relevant groups (although without success). Make best use of NCC EDI team to facilitate this.
Upskill our SMT and board members enabling them to select and recruit candidates in an inclusive way	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	SIDE Group	Jan-23	Complete	Training delivery in progress. F2F training complete Feb 23. All staff completed EDI training July 2023. Board completed August 2023
	Maintain a record of all training courses for Board and Staff	BSO / SIDE Group	Ongoing	In Progress	Training log up to date at 21.03.24
Begin work to increase age diversity of board – ensure we have representation of different age groups (also see Long Term below)	Target 2 x 18-30 yr old NEDs for the Board. Utilise Young Trustee Movement reach and guidance to promote vacancies effectively.	Nominations committee, Ops Manager		Complete	3 x Young NEDs recruited by Dec 2023
	Develop an appropriate recruitment pack that will appeal to younger people	Ops Manager, Marcomms Officer	Jun-22	Complete	Completed for Young NED recruitment and formed template for Chair pack in 2022.

	Ensure selection methods are inclusive and informal	Chair, Ops Manager, Noms committee	Jun-23	Complete	Process involved interviews but also informal meetings with staff
Provide a regular stream of diverse integration and input into Active Norfolk work strands and staff understanding	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)	SIDE Group, Ops Manager	Jan-23	Complete	Agreement with UEA to secure student work placements from Sept 23. 5 x roles advertised. 4 of 5 posts will be filled.
	Develop a work placement plan and programme for specific opportunities that can be advertised with relevant partners and groups. – Starting point – possible mental health support from young people (ATPF etc).	SIDE Group, Ops Manager	Jan-23	Complete	Job Specs and ads created and in use with UEA - can be used as template for future work
Review wider office culture and existing flexible working arrangements to see how these can be improved further to accommodate all staff.	Ensure Flexible Working Policy is regularly reviewed and supports flexibility required to retain staff	SIDE Group / SDW Group	Annually	Complete	Last review Apr 23.
	Produce one page 'quick reference' guide to summarise and embed an inclusive culture at Active Norfolk and ensure needs are being met and highlighted.	Inclusion Officer & Ops Manager	Jul-23	Complete	Completed Sept 2023
	Deliver appropriate technology to facilitate remote and hybrid working.	BSO & Ops Manager	Jun-23	Complete	Hybrid conferencing in place. Hot desking in place.
Embed Diversity and Inclusion in all aspects of our work	EDI and unconscious bias to be included in all work plans and PDPs for all staff.	Ops Manager, SMT	Mar-23	Complete	Work planning template includes EDI section for ALL staff
	Sample review of AN staff workplans to ensure EDI focus across team	Inclusion Officer & Ops Manager	Aug-24	In Progress	Viewed some plans but many missing from file - chasing with staff. Director will be raising in 1-2-1s from May 2024

	Ensure that Project Planning includes specific diversity and inclusion provision and evaluation	Project Manager	May-23	Complete	Project Process flow completed and rolled out to team June 2023 - EDI included
Identify the longer- term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	Conduct internal EDI awareness and action meetings with all AN teams. Offering 1-2-1 support around EDI to all staff members	Inclusion Officer & Ops Manager	Annually	In Progress	Team meeting on 20.03.23 was focused on EDI for all staff. EDI support (1-2-1) to be offered to all team members (EV) & SMT (KT). Two NCC EDI sessions run in full team meetings in April and May 2024 to develop awareness.
	Build up a bank of expert training providers across different categories of EDI, cultivate these relationships to develop and deliver a wide ranging training calendar.	Inclusion Officer	Jan-24	In Progress	All trainer options explored and selection made. F2F and online training sessions now in place for 2023 & 2024
	Encourage staff to apply for relevant EDI schemes and training as well as networking opportunities	Inclusion Officer / SMT	Jun-24	In Progress	In progress with ad hoc advocacy work internally. Additional work to do on formal pointers and recommendations at EDI 1-2-1s and Team meetings
LONG TERM					
Continually evaluate progress against EID ambitions	Annually review existing make up of board and staff against EDI benchmarks and aspirations	Chair, Ops Manager, Inclusion Officer, SMT	Sep-24	In Progress	2023 report complete. Move to 2024.
	Approach new organisations in reference to widening the diversity on the board / sub-committees	Board, Chair	May-24	In Progress	Awareness from Inclusion Officer and Ops Manager ref upcoming Board recruitment - to be advocated to Board Chair et al. Attempted for Finance NEDs (autumn 2023) and NED vacancy May 2024 but with limited success
	Share case studies and stories to members of staff and board members	SIDE Group, Marcomms Officer, SMT	May 2023 & ongoing	In Progress	Impact reporting site offers range of case studies across projects. Need to develop more 'non-HAF' case studies

Explore alternative recruitment channels and candidate pools	Research options annually both locally and nationally. Maintain a log of options used with evaluation where possible	Ops Manager, Inclusion Officer	Nov 22 and annually	In Progress	Several options investigated but not logged. Rectify at next review Nov 23. No formal review plan in place - needs rectifying in 2024
	Source best practice annually against other AP activities	Ops Manager, Inclusion Officer	Sept 23 and annually	In Progress	Inclusion Officer emailed Activity Alliance May 23 to look to set up regional EDI check & challenge forum later in 2023
Increase diversity (age, gender, LGBTQ+ disability, LSEG, Ethnic minorities and all protected characteristics) where possible across the Board and all sub-committees.	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	Board, Chair, Ops Manager, Noms committee	Mar-25	Complete	Young NEDs recruited x 3. Recheck composition through EDI monitoring. Achieved as at May 2023 - will keep under review
	Create a targeted recruitment strategy which specifically targets and proactively invites applicants from different demographics & characteristics	Board, Chair, Ops Manager, Noms committee	Mar-24	Complete	Some changes made to 2022 recruitment but more needed. Recruitment strategy & policy created and in place. Review of success will be needed annually in March or after recruitment.
	Seek to incorporate those with relevant lived experience in future Board recruitment processes	Board, Chair, Ops Manager, Noms committee	Nov 22 and ongoing	In Progress	Some success with one of the three Young NED recruits. More needed
Monitor the equality and diversity of applicants, so the effectiveness of our recruitment strategies can be determined	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	Ops Manager, Inclusion Officer	Nov 23 and ongoing	In Progress	Need to create baseline data and secure relevant info from HR. Data available for Board recruitment but not as yet for staff recruitment (held by HR)

Marketing, Communications and Engagement

How our commitment to diversity is communicated and delivered through internal and external practices

Objective

Ensure all publications and processes both internally and externally are in line with Active Norfolk's commitment to diversity and inclusion.

Priorities	Actions	Who is responsible?	Completion date	Status	Outcomes & Comments
SHORT TERM					
Ensure that our website and regular publications are in line with accessibility guidelines.	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 (to be detailed in the brand guidelines pack) (also check how any internal assets created by staff are managed)	Marcomms / Digital / SIDE	Ongoing (annual?)	In Progress	Reviewed and updated Nov 2022 & July 2023 but also after each Focus Group workshop. Next review Aug 2024
	Use inclusive imaging, typefaces and language for all advertising and promotional material	Marcomms / Digital / SIDE	Ongoing (annual?)	In Progress	As above
	Any future web development to factor in accessibility testing for people with screen readers etc	Marcomms / Digital / SIDE	Ongoing	In Progress	Every Move developments in Feb - June 2024 all included accessibility testing. All Played testing conforms to WCAG protocols.

	Training and mentoring for staff on latest Accessibility best practice	Marcomms / Digital	October	In Progress	<i>using NCC training and support. Sian Keeping to attend in autumn 2024</i>
	An annual review of best practice around EDI and branding across a range of comms channels	Marcomms / Digital / SIDE	Annunal review in Aug 2024	In Progress	As above
Check imagery used on website and in publications to align with inclusivity and diversity requirements	Conduct an annual communications audit, reviewing the variety of formats, ensuring that EDI is considered within this review and its resonance with under-represented groups	Marcomms / Digital / SIDE	Review in Aug 2024	In Progress	Needs to happen in mid 2024. Delayed due to priority work on Every Move & Impact Report
	Following the audit, incorporate changes/improvements into our developing marketing strategy. Share learnings with the team and ensure their consistent implementation across the organisation.	Marcomms / Digital / SIDE	Annual review in Aug 2024	In Progress	
Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Create an EDI Policy for Active Norfolk to underpin and frame the overall direction of the work and this plan. Review annually	Ops Manager. Inclusion Officer, SMT, Board	Aug-24	Complete	Reviewed Sept 2023. Review Aug 2024
	Agenda the diversity action plan for upcoming Board meetings and annual Board away day.	Ops Manager	Jun-22	Complete	
	Ensure EDI is a part of all team discussions and agendas. Make EDI a key part of work planning and review	SMT	Jul-24	In Progress	Individual and Team work plans include EDI as standard. Mixed engagement as of Dec 2023. Check engagement on new workplans by July 24.
	Project delivery planning to contain EDI insight, review and action	Project Manager, Ops Manager	May-23	Complete	Complete and in action (Sept 2023)

	Implement quarterly updates across the team in line with Board EDI updates	Ops Manager / Inclusion Officer	Ongoing	In Progress	Include as part of Director monthly updates where necessary
	Create an Inclusion Passport to provide a mechanism for individuals to better articulate their own inclusion needs to managers. Also educates staff as to the factors to be considered within the inclusion umbrella and normalise these conversations further	Inclusion Officer	Dec-24	Complete	Complete and in trial use as of Jan 2024 Begin use of IP as a tool for all team members (from June '24). SMT to lead
	EDI focus to be incorporated into sub-committee ToRs	Ops Manager	May-23	Complete	All completed Mar 23
MEDIUM TERM					
Develop a full picture and map of partner and community opportunities overlaid against Active Norfolk target groups	Use Katala to review the current make up of key Active Norfolk partners and identify gaps or opportunities for improvement – mapping	Insight & Eval Officer, SIDE Group	Dec-24	In Progress	Broad data sets already available. This will be delayed in line with Katala review by new Director. Exercise to analyse Partner Mapping once complete against EDI ambitions
	Use insight 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 recruitment processes. Use EDI monitoring and align with Partner Mapping	Insight & Eval Officer, SIDE Group	Dec-24	In Progress	EDI informed areas of weakness for Finance recruitment (Autumn 2023) and general vacancy May 2024. However the ethnicity focus produced no results. New approaches needed

Deliver engagement activities with identified partners and groups to align with recruitment and marcomms strategies and actions	Develop a research and contact framework for targeted groups	Inclusion Officer, SIDE Group	Jan - Dec 2024	In Progress	<p>4 x Focus Groups in place for 2023 (Disability, W&G, LGBTQ+ & Ethnic Minorities). Template process being tested, Groups being reframed for 2024 to be delivered through existing partners that work with relevant groups. NCC EDI dept assisting in creating the connections with the right groups for engagement. Need to ensure this links with Place Based work</p> <p><i>July 2024: Disability Inclusion group planned for Nov / Dec 2024. In discussion with New Routes around focus group and Every Move / PA by end of 2024. Ensure Place based work is covered as and when this work is ready for focus group research.</i></p>
	Consider planning and expert consulting on cultural behaviours, key contacts, timeframes, outcomes, feedback for partners.	Inclusion Officer, SIDE Group	Jul-24	In Progress	Use of AKD Solutions (SE consultant) for ongoing critique. Also engaged with NCC EDI team for training and connections (Jun '24)
Ensure marketing and communications activity have a focus and priority on reaching strategically important groups	EDI to be specifically and explicitly integrated in to the MarComms plans	Marcomms / Digital / SIDE		Complete	
	Ensuring that all projects have appropriate outputs and impact reporting on a continuous basis	Marcomms / Digital / SIDE / Project Manager	Ongoing	In Progress	See PM process (summer 2023)

	Research into what can be done to highlight opportunities for under represented groups	Marcomms / Digital / SIDE	Ongoing	In Progress	Work being done to gather info and promote to these groups (June 24). Ensure that Every Move is utilised to drive activities and connections with these groups. (included in EM planning)
	Share and promote national campaigns that are strategically relevant to Active Norfolk	Marcomms / Digital / SIDE		Complete	Annual Campaign calendar is in use
Widen our understanding of the under-represented groups we work with	Attend relevant networking events across Norfolk and nationally as well as ensuring community outreach visits through our work are enacted for all staff.	SIDE Group, Insight Officer, Locality team	Apr 23 & ongoing	In Progress	Inclusion Officer attended Include Summit (Oct '24). Also attended racism in sport conference in March 2024
	Provide insight around target groups across Norfolk where aligned to our strategic aims	SIDE Group, Inclusion Officer	Mar 23 and ongoing	In Progress	Ward data now updated and available. Commitment to ensuring that all project data reflects EDI ambitions (HAF, Active NoW, OSF)
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	Identify relevant groups to review selected communications and web offers	SIDE Group & Marcomms Officer	Jan-24	In Progress	Ongoing at focus groups
	Consider the activation of a defined group to monitor this on an ongoing basis.	SIDE Group	Jan-24	Complete	Covered by Focus group and EDI group activity
Develop methods of integrating a more diverse perspective into the decision making of the organization across all levels.	Research, Propose & Develop a new inclusive range of engagement groups and forums that directly feed into the existing governance and decision making	Inclusion Officer, SIDE Group	Mar-24	In Progress	Focus Groups in process. Review to decide best way to bring decision making in to AN
	Create generic template process for running feedback forums	Inclusion Officer	Jul-23	Complete	

	Create a model of community panels and forums with a process of how feedback is recorded and fed in to existing groups and work	Inclusion Officer, SIDE Group	Jul-23	In Progress	As per previous on focus groups
LONG TERM					
Develop a fully integrated governance structure that incorporates lived experience and community feedback into all aspects of our work	Ensure that individuals from existing focus groups (see Medium Term) are invited to join relevant governance groups within Active Norfolk	Ops Manager, SIDE Group	Sep-24	Complete	Reviewed and agreed that formal part of governance structure is not required. See alternative commitment below
	Review the Active Norfolk Structure to assess whether additional or amended groups are needed to account for new decision making opportunities	Ops Manager, SIDE Group	Sep-24	Complete	Reviewed and agreed that formal part of governance structure is not required. See alternative commitment below

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