Active Sussex Diversity & Inclusion Action Plan

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Purpose

Our five year strategy, Getting Sussex Moving, is committed to addressing inequalities in sport and physical activity and empower everyone to be active in a way that works for them. We aim to achieve this by embedding a culture of equality, diversity and inclusion at all levels both within Active Sussex and across our network.

To deliver our aspirations we must begin with our own organisation by creating a diverse and knowledgeable team and board who lead by example to champion an inclusive culture and promote equity. This focus will form the basis of our wider People Strategy which will place our values around equality, diversity and inclusion, at its heart.

Our Diversity and Inclusion Action Plan (DIAP) journey started in April 2022, and following the delivery of our consultation framework an initial action plan was developed in April 2023. In line with the DIAP support programme we have continued to reflect and have developed a plan for 2024-2025 meaning several actions which were initially identified for April 2023 - March 2024 have been actioned and outcomes against our defined commitments already delivered.

Although we have made some positive progress, we know there is more to do. To achieve our aspiration we need to actively listen and engage the support of an active and energised network who are keen to learn alongside us to help create a more diverse, and representative workforce and increase diversity and inclusion in physical activity and sport across Sussex.

Ambitions

The Active Sussex Diversity & Inclusion Action Plan lays out our commitments under three key ambitions.

- **Foster a culture of inclusion and accessibility across the organisation and wider network**
- **Support the development of a more diverse, representative workforce**
- **Create improved outcomes for under-represented groups in Sussex**

Each ambition has a set of commitments (objectives). The 2024-2025 Action Plan provides details on what we will do to achieve these commitments, who is responsible, how they will be measured and the intended outcome of each action. We will measure our actions on an annual basis via a range of means and methods, which in many instances link to other strategic plans. We want to be ambitious and have stated what we hope success will look like, in line with our five year strategic vision.

Ambition 1: Foster a culture of inclusion and accessibility across the organisation and wider network

- Ensuring an inclusive workplace culture at all levels of Active Sussex where all staff feel valued, supported and included
- Effective leadership actively promotes and demonstrates commitment to EDI, including mental health/wellbeing and safeguarding
- Increasing knowledge, understanding, skills and behaviours of our 'people', to think, talk and act confidently to help to improve diversity, inclusion and accessibility in physical activity and sport
- Promote a culture of accessibility and inclusion across the wider Sussex network and to increase confidence of our partners
- Creating an open and honest mechanism to share our own learning and demonstrate impact in an inclusive way

Success will look like…*A more competent and confident workforce (both our people and the wider network partners) that tackles inequalities, challenges bias and creates change to create a culture of inclusion and accessibility across the physical activity and sport landscape in Sussex.*

Ambition 2: Support the development of a more diverse, representative workforce

- Ensuring our recruitment processes are fair, accessible, and attractive to applicants from all backgrounds

- Creating an inclusive workplace culture and sense of belonging to support the progression and retention of diverse talent
- Supporting the development of a more diverse and representative workforce (paid and voluntary) across Sussex that empowers inactive people to be active

Success will look like… *We are seen as an organisation that is open and accessible to all and there is movement towards a more diverse sport and physical activity workforce across Sussex.*

Ambition 3: Create improved outcomes for under-represented groups in Sussex

- Targeting work programmes and investment to respond to the issues that impact physical activity levels in Sussex (reflective of diversity and intersectionality) as per our strategy
- Listening and learning from people and community groups of diverse cultures and backgrounds in Sussex to understand the barriers to physical activity
- Work in collaboration to address barriers to find ways to make moving more affordable, inclusive/accessible and safe, for inactive marginalised people and underrepresented groups

Success will look like…..*Movement and physical activity is enhancing the health and wellbeing of everyone across Sussex.*

Accountability

Putting equality, diversity and inclusion at the heart of what we do is central to our values as an organisation and our strategic mission, but it also enables us to deliver against our statutory duties.

As a publicly funded organisation, Active Sussex has an obligation to meet the Code of Sports Governance requirements, including having in place a Diversity & Inclusion Action Plan (DIAP). This plan needs to demonstrate our commitment to promote, embed and advance diversity and inclusion on our Board, staff team and beyond, and identifies the actions needed to achieve, support and maintain our ambitions.

This plan has been developed with our partners and will help us benchmark, act and monitor our commitments. It is publicly shared to encourage an

open and transparent dialogue, so we can be held to account on what we say we will do and share what we learn. We invite our partners and the community of Sussex to highlight the issues we need to collectively address and what we can do better.

As such this plan combines both actions for us to further equality within our workplace and tackle inequalities to physical activity as outlined in our strategy - Getting Sussex Moving. Alongside delivering against these actions we have been ambitious in stating what we hope success will look like, in line with our five year strategic vision.

Measurables

We will measure our actions on an annual basis via a range of means and methods. The delivery of many of the actions set out within this DIAP are underpinned by more detailed actions that sit within subsequent internal operational plans, such as our People Strategy, Communications Framework/Action Plan and our local Workforce Plan. The delivery of these internal plans along with our newly established Strategic Progress Report will help measure progress and impact of our DIAP commitments.

Where appropriate quantifiable measures have been included and qualitative progress and success will be articulated in our updated plan and shared on an annual basis as stated above.

Responsibility

Equality, Diversity and Inclusion is the responsibility of everyone within our small but passionate organisation, and although in many instances our networks and partners will also play a significant role in supporting the delivery of this ambitious plan, it is beneficial to state who internally is responsible for this plan.

The below therefore lists who these key individuals or groups of people are.

Operational team - Chief Executive | Head of Operations | Equality Lead | HR Lead | Senior Managers | EDI Steering Group (staff members)|All staff
Board of Trustees - Chair of the Board of Trustees | Lead Director: EDI | HR & Nominations Committee | EDI Steering Group (Board members)

Action Plan: April 2024 - March 2025

Action plan quick reference list

Ambition 1: Foster an inclusive culture across the organisation and wider network

1.1: Ensuring an inclusive workplace culture at all levels of Active Sussex where all staff feel valued, supported and included

1.2: Effective leadership actively promotes and demonstrates commitment to EDI, including mental health/wellbeing and safeguarding

1.3: Increasing knowledge, understanding, skills and behaviours within Active Sussex to think, talk and act confidently to help to improve diversity, inclusion and accessibility in physical activity and sport

1.4: Promote a culture of accessibility and inclusion across the wider Sussex network and to increase confidence of our partners

1.5: Creating an open and honest mechanism to share our own learning and demonstrate impact in an inclusive way

Ambition 2: Support the development of a more diverse, representative workforce

2.1: Ensuring Active Sussex recruitment processes are fair, accessible, and attractive to applicants from all backgrounds

2.2: Creating an inclusive workplace culture and sense of belonging to support the progression and retention of diverse talent

2.3: Supporting the development of a more diverse and representative workforce (paid & voluntary) that empowers inactive people to be active

Ambition 3: Improved outcomes for under-represented groups in Sussex

3.1: Active Sussex will target work programmes and investment to respond to the issues that impact physical activity levels in Sussex (reflective of diversity and intersectionality) as per our strategy

3.2: Listening and learning from people and community groups of diverse cultures and backgrounds in Sussex to understand the barriers to physical activity

3.3: Work in collaboration to address barriers to find ways to make moving more affordable, inclusive/accessible and safe for inactive marginalised people and underrepresented groups

Key:	CEO - Chief Executive Officer	EDISG - Equality, Diversity & Inclusion steering group	GAC - Governance & Audit Committee	HRNC - HR & Nominations Committee

Ambition 1: Foster an inclusive culture across the organisation and wider network

Commitment 1.1: Ensuring an inclusive workplace culture at all levels of Active Sussex where all staff feel valued, supported and included

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
1.1.1	Policies and procedures are annually reviewed to ensure any EDI legislation changes that could impact our systems and processes are made and addressed, and EDI is embedded throughout our policies.	HRNC/HR Lead/ GAC/ CEO	Annually per trusts policy review schedule	Annual Policy Review - undertaken by our external legal advisers and internal HRNC [**Target:** 100% of relevant policies are reviewed as per schedule]	Policies are updated in line with any potential changes relating to EDI
1.1.2	Ensure current processes and mechanisms to address concerns related to EDI are clear and known by staff and trustees. (Links to 1.1.3)	HR Lead/ Specialists	Ongoing	Annual Policy Review - undertaken by our external legal advisers and internal HRNC [**Target:** 100% of relevant policies are reviewed as per schedule] Quarterly EDI staff feedback form - action taken when issues/feedback provided Equality Audit Culture metrics results Annual Staff Development Review -	Establishment of effective processes and mechanisms that proactively and responsively address concerns related to EDI, contributing to a culture of transparency, fairness, and continuous improvement within Active Sussex.

				Section 3 cultural reflections responses HRNC meeting 'staff issues' agenda item - Staff are confident in the HR Staff issue process (to be asked as part of People Strategy action plan)	
1.1.3	Continue to offer a range of opportunities for staff and trustees to share openly and honestly around the culture of the organisation (links to 1.1.2 clear processes in place for responding to/addressing feedback)	Equality Lead/ Lead Director:EDI/ HRNC/ Line Managers	Annually, Quarterly and Adhoc	Ensure there continues to be a minimum of five different ways to collect feedback. [**Target:** Five feedback mechanisms in place] Feedback opportunity engagement measured as follows: Network People Survey - Completion rate and report fundings (just staff) [**Target:** 100% completion and responses show clear processes in place] Active Sussex Equality & Inclusive Culture survey - Completion rate and report (staff and trustees) [**Target:** 100% completion] Quarterly EDI staff feedback form -	Insights from staff and trustees are collected and used in a meaningful way to contribute to the ongoing development and alignment of the organisation's values and practices

				action taken when issues/feedback provided via Quarterly EDI report Staff Development Reviews - Summary report and recommendations implemented as part of People Strategy Trustee Self-Assessment - Completion rate, summary report and recommendations implemented Time to Talk session attendance [**Target:** 50% staff attendance] HRNC meeting 'staff issues' agenda item - Staff are confident in the HR Staff issue process (to be asked as part of People Strategy action plan)	
1.1.4	Review equality monitoring forms to ensure we are capturing the necessary data and then sharing data in a way that is respectful and inclusive	HRNC/ EDISG/ HR Lead	Annually (Q3/Q4)	Completion rate of Active Sussex Equality & Inclusive Culture Audit [**Target:** 100% completion] Staff and trustee feedback	All staff and trustees feel comfortable to share their equality data and complete the form
1.1.5	Collect and analyse diversity monitoring data to identify any	HRNC/ HR Lead/ EDISG	Annually (Q3/Q4)	Active Sussex Equality & Inclusive Culture Audit - Analysis and	Recommendations are considered and

	trends or gaps in relation to the diversity of the trust, identify any areas in which work may be necessary, and take associated action where identified			recommendations report (staff and trustees) (2022 Audit as example)	implemented to create meaningful change seen in the data gathered.
1.1.6	Following review in 2023-2024, Active Sussex team values are updated to ensure they champion an inclusive culture, promote equity throughout the organisation and are adopted	Equality Lead/ All Staff	April 2024	Open and anonymous mechanisms for staff and trustees to feedback Communications Framework updated as necessary	A clear set of values are in place that represent the organisation and its people and our openly promoted through our work and communications
1.1.7	Review the Terms of Reference and membership of the EDI Steering group to ensure there is a clear selection process for joining	EDISG	April 2024	Updated Terms of Reference are adopted by Board at April Board meeting	An updated Terms of Reference will include a clear and transparent selection process in becoming a member with provisions for term limits and rotation of members.

Commitment 1.2: Effective leadership actively promotes and demonstrates commitment to EDI, including mental health/wellbeing and safeguarding

	Action point	**Who**	**When**	**Measure/Measured by**	**Intended outcome(s)**
1.2.1	Dedicated EDI Leads (staff and board) present EDI agenda	CEO/Chair/Lead Director:EDI	Ongoing	Organisational structure in place - EDI Lead representation (website)	The EDI Leads play a central role in providing strategic

	items including DIAP updates at relevant meetings			Delivery of DIAP and impact of dedicated EDI Lead roles part of end of year review EDI Update papers - [**Target:** four per year]	leadership and guidance on matters related to equality, diversity, and inclusion influencing policies, practices, and behaviours at all levels.
1.2.2	Monitor the understanding of the leadership teams (individual and collective) role in driving forward our equality, diversity and inclusion commitments	CEO/HR Lead/Senior Managers	Ongoing	EDI Training - Participation and training effectiveness Observations of discussions and Decision-Making Processes Quarterly reports - Leadership and governance contributions Sport England 6 month System Report - Progress and learning statements	Leaders demonstrate an increased understanding of the importance of EDI by exhibiting behaviours and decision-making that embed diversity and inclusion principles.
1.2.3	Review Mental Health and Wellbeing Policy and if necessary update to ensure the wellbeing and safety of staff and trustees, including issues directly relating to equality, diversity and inclusion are	HR Lead/HRNC/Safeguarding Leads	Q3-4 (2024-2025)	Annual Policy Review - undertaken by our external legal advisers and internal HRNC [**Target:** 100% of relevant policies are reviewed as per schedule]	Policy updated in line with any changes relating to EDI and is implemented throughout at all levels of the organisation.

	acknowledged and appropriately addressed				
1.2.4	Review Safeguarding Policy and if necessary updated to ensure the wellbeing and safety of staff and trustees, including issues directly relating to equality, diversity and inclusion are acknowledged and appropriately addressed	Safeguarding Leads / HRNC	Policy review date	Annual Policy Review - undertaken by our external legal advisers and internal HRNC [**Target:** 100% of relevant policies are reviewed as per schedule] Ann Craft Trust Framework Action Plan	Policy updated in line with any changes relating to EDI and is implemented throughout at all levels of the organisation.
1.2.5	Review and measure engagement of internal communications that promote and demonstrate our commitments to EDI to	Marketing & Communications Officer / Equality Lead / Safeguarding Lead	Quarterly	Communications Framework - Board Equality and Safeguarding update (4x p/a) - Distribution of Workforce and Safeguarding updates (Bi-monthly) Increased awareness and engagement among staff/trustees	Internal communications actively contribute to a culture of awareness, engagement, and active participation, aligning employees with Active Sussex's commitments and fostering a positive and inclusive workplace

Commitment 1.3: Increasing knowledge, understanding, skills and behaviours within Active Sussex to think, talk and act confidently to help to improve diversity, inclusion and accessibility in physical activity and sport

	Action point	**Who**	**When**	**Measure/Measured by**	**Intended outcome(s)**

1.3.1	Develop and implement an annual training and development program for staff and trustees to enhance their understanding of the importance of equality, diversity, and inclusion (EDI) and equip them with the knowledge and skills necessary to drive positive change.	HR Lead/Specialists/Communication & Marketing Officer	April 24-March 25	Trust Training Planner is in place by Q1 including EDI specific training - training attendance measured Communications Framework - Inclusive language and accessibility training attendance Training & Development record and evaluation form - responses (update to capture confidence levels) Staff Development Reviews - CPD reflections Observations of discussions and Decision-Making Processes	A well-equipped workforce with; - the knowledge and skills necessary to contribute actively to building an inclusive organisational culture, embedding EDI principles into day-to-day work and strategic decisions, - the confidence to advocate on specific issues; and, - articulate why equality, diversity and inclusion is important in the context of physical activity and sport.
1.3.2	Continue to deliver regular Time to talk sessions to provide a space to talk openly about EDI topics	Strategic Workforce Officer	Monthly from April 24-March 25	Time to Talk session - Increased awareness [**Target:** Increase in reported awareness for each topic (figures will be published at the end of the year)]	Time to Talk sessions create an open dialogue among staff members and foster increased awareness, confidence on EDI topics.
1.3.3	Review and adapt any internal mechanisms in place that	EDI Steering group	by March 2025	Internal EDI feedback form - engagement and feedback actioned	Internal mechanisms actively incorporate diverse lived

	actively listen to diverse lived experiences, to ensure ongoing relevance and effectiveness to inform decision-making and risk management			Active Sussex Equality & Inclusive Culture survey Time to Talk session - attendance/ engagement Annual EDI Learning & Development sessions - Staff attendance mandatory Active Sussex Community of Learning sessions which include lived experience - [**Target:** Staff attend at least 2 Active Sussex Community of Learning sessions on an annual basis]	experiences and effectively help inform decision-making and manage risk
1.3.4	Update EDI Steering group ToR to reference the EDI Advisory Collective as mechanism to listen to voice	EDI Steering group	By May 2024	Updated Terms of Reference in place endorsed by EDI Advisory Collective partners	The integration of the EDI Advisory Collective into the EDI Steering Group ToR, will enable a dynamic and inclusive mechanism for listening to diverse voices.
1.3.5	Continue to share guidance and resources from partner organisations with staff and trustees, via internal	EDI Lead /Specialist organisations	Quarterly (minimum)	EDI Learning & Development sessions - monitor understanding from updates	A well-informed, empowered, workforce through an organisation who fosters a culture of

	communications (i.e. Equality Lead and Workforce Lead updates, Time to Talk sessions, direct emails).			Communications Framework & Action Plan - Equality and Workforce updates - Community of Learning website page Time to Talk session - number of resources shared	continuous learning and improvement.

Commitment 1.4: Promote a culture of accessibility and inclusion across the wider Sussex network and to increase confidence of our partners

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
1.4.1	Continue to use insight to identify, influence, challenge and change the systemic factors holding current inequalities to physical activity in Sussex, including designing systems that optimise access.	Insight Officer/ EDI Lead/All staff	Quarterly Biannual	Strategic Progress Report Sport England 6 month System Report - Progress and learning statements Community of Learning sessions - Clear use of insight reports by staff as part of these session	Visible progress has been made against priorities (identified via insight) to enable system change, and community impact against the Sport England system partner funding goals is reported
1.4.2	Ensure that the Communications Framework in place considers inclusive language and local, representative imagery to	Marketing & Communications Officer	by June 2024	Communications Framework & Action Plan - Website accessibility checker	Inclusive language is adopted and representative imagery is used to authentically convey Active Sussex's commitments

	promote our commitments and learning to influence partners			- Inclusive communication guidance (training attendance and confidence levels) - Usage of image library	and positively influence partners to do the same
1.4.3	Continue to develop and implement a programme of Community of Learning & Good Practice opportunities specially addressing our strategic priority audiences and protected characteristics and consider how to measure impact of programme of learning	Strategic Workforce Officer/ work area leads	April 24 - March 25 By March 2025	Delivery of Community of learning session - [**Target:** Ten Active Sussex Community of learning session across the year] Workforce Plan - Clear impact measures in place	Community of Learning & Good Practice opportunities increase the knowledge, understanding, skills and behaviours of partners, specially addressing our strategic priority audiences and protected characteristics
1.4.4	Undertake an internal review of Service Level Agreements and Contract of Service minimum equality standards processes	CEO/Senior managers/ EDISG	by June 2024	Documentation review and compliance check Stakeholder Consultation - EDI Advisory Collective feedback	Regular assessments and adjustments will contribute to ongoing improvement and alignment to Active Sussex's commitment 1.4.

Commitment 1.5: Creating an open and honest mechanism to share our own learning and demonstrate impact in an inclusive way

	Action point	**Who**	**When**	**Measure/Measured by**	**Intended outcome(s)**

1.5.1	Ensure that the DIAP is visible and accessible on our website for partners to check and challenge and is updated on the website following its annual review	Marketing & Communications Officer / EDI Lead	by Q1/2	Communications Framework & Action Plan - Accessibility checker Communications Framework & Action Plan - DIAP update eNews metrics EDI Advisory Collective/Wider network feedback	A publicly accessible and regularly updated DIAP demonstrates a commitment to transparency and accountability to foster trust in Active Sussex's diversity and inclusion efforts and encourage collaboration and an open dialogue with stakeholders.
1.5.2	DIAP progress, impact and challenges are shared via Active Sussex Community of Learning & Good Practice opportunities or resources	EDI Lead / Marketing & Communications Officer	During year as relevant & after annual review	Partner engagement (webinars or events) Communications Framework & Action Plan - Website engagement metrics	Sharing our own organisational insights and impact helps support and influence stakeholders to grow their commitment to diversity and inclusion and encourage collaboration.
1.5.3	An EDI Advisory Collective and engagement process is established to support the ongoing development of the Active Sussex DIAP including checking and challenging its progress (linked to 1.3.4)	EDISG	By May 2024	EDI Advisory Collective engagement	The establishment of a dynamic external EDI Advisory Collective that actively supports, challenges, and enhances the ongoing development of the Active Sussex DIAP, ensuring that it remains a robust and impactful

					tool for advancing diversity and inclusion.

Ambition 2: Support the development a more diverse, representative workforce

Commitment 2.1: Ensuring Active Sussex recruitment processes are fair, accessible, and attractive to applicants from all backgrounds

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
2.1.1	Using recruitment and people data, continue to review current practices in recruiting diverse talent (staff and trustees) and strive to meet minimum ONS benchmark figures and see positive increases in applicant data year on year.	HRNC / Recruitment experts/HR Lead	Recruitment round	Job application diversity monitoring question report	Increase in number of applicants from protected characteristic applying for Active Sussex vacancies (staff and trustee roles)
2.1.2	Review recruitment literature and processes to ensure they are fair, accessible, and inclusive to applicants from all backgrounds (staff and trustees) and don't create barriers for under-represented groups.	HRNC/HR experts/HR Lead	by July 2024 Ongoing	People Plan - Annual review and recommendations (HRNC schedule) Communication Framework - Creation and engagement of alternative recruitment communications	A fair, accessible, and inclusive recruitment process adapted from learning, that attracts diverse talent, minimises barriers for under-represented groups, and aligns with commitment 2.1.

				Delivery of Community of Learning session focused on a specific protected characteristics *(example Empowering Women's Leadership session)* **[Target:** 1 learning session focused on a protected characteristics delivered by March 25] Changes to process following Community of Learning session summary	
2.1.3	Review and update the Recruitment Policy procedures to ensure unconscious bias is removed from the interview process and provide training to interviewers	HRNC/HR experts/HR Lead	By July 2024	Recruitment Policy updated Interview panel training - attendance and increased awareness Candidate experience	A fair, inclusive, and unbiased interview process that is supported by well-trained interviewers, leads to increased diversity in hiring and a positive candidate experience.
2.1.4	Review and update Recruitment Policy interview process to include the application of positive action measures where under-representation is a factor	HRNC/HR experts/HR Lead	By July 2024	Recruitment policy updated Under-representation increased in positive action scenarios	Active Sussex's interview process actively incorporates positive action measures to address under-representation.

Commitment 2.2: Creating an inclusive workplace culture and sense of belonging to support the progression and retention of diverse talent

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
2.2.1	Gather feedback from new employees following update to the Induction and Probationary process to review the experience of employees induction into the organisation	HR Lead / Line managers	May 2024	Gathering feedback from new employees	Ongoing feedback will help inform the induction and probationary process to ensure it is fit for purpose and adapts to deliver commitment 2.2.
2.2.2	Review how employees are celebrated	CEO/HRNC	July 2024	People Strategy consultation - 121 Staff feedback Annual Staff Development Review - responses Network People Survey report - responses	A workplace culture that recognises and appreciates the contributions of employees, leading to improved morale, engagement, and a positive working environment
2.2.3	Review and update policies, procedures and action plans related to safeguarding and EDI to ensure the wellbeing and (psychological and physical) safety of staff is prioritised	Safeguarding Leads / HRNC	Biennial Annually	Ann Craft Trust Framework Review - Maintain 'met' standard (through review of policies and action plan) Annual Policy Review - undertaken by our external legal advisers and internal HRNC	Wellbeing and (psychological and physical) safety of staff is prioritised through safeguarding action plans and considered throughout EDI Policy and procedures

Commitment 2.3: Supporting the development of a more diverse and representative workforce (paid and voluntary) that empowers inactive people to be active

	Action point	Whom	When	Measure/Measured by	
2.3.1	Gather demographic data of the Sussex workforce we are connected to, to better understand the current profile and intersectionality of the wider workforce	Strategic Workforce Officer / Insight Officer	By March 2024	Workforce Plan - Workforce Survey demographic analysis (year on year comparison and recommendations presented in due course)	Comprehensive demographic data to enhance understanding of the current profile and intersectionality within the broader Sussex workforce, facilitating informed decision-making and targeted diversity and inclusion initiatives
2.3.2	Continue to provide a range of inclusive and accessible Community of Learning & Good Practice opportunities (i.e. existing network forums) for the workforce to learn, share experiences and support each other, specially addressing our strategic priority audiences	Work area leads / Strategic Workforce Officer	Quarterly	Workforce Plan - Learning session engagement **[Target**: 2 learning session delivered per quarter] Strategic Progress Report	Community of Learning & Good Practice opportunities upskill the wider Sussex workforce to better understand and engage with inactive and underrepresented audiences
2.3.3	Continue to upload resources and educational material on to the Community of Learning &	Marketing & Communications Officer / Work	Ongoing	Communications Framework & Action Plan - Website engagement metrics	Community of Learning & Good Practice webpage supports the wider Sussex

	Good Practice webpage, to support the workforce to share and increase visibility of diverse topics	area leads		Partner feedback on its use via Stakeholder Survey	workforce's learning and awareness on a range of topics.
2.3.4	Continue to share training opportunities (both Active Sussex led and external partners, i.e. Inclusive Activity Programme) that will advance knowledge and understanding	Strategic Workforce Officer /Work area leads / Marketing & Communications Officer	Quarterly	Workforce Plan - Workforce survey (knowledge & understanding question) Inclusive Activity Programme attendance and feedback [**Target:** 20 female attendees] Communications Framework - eNews includes workforce training [**Target:** At least one training opportunity shared per month]	A range of accessible training opportunities are accessed by the wider Sussex workforce's to increase their knowledge and skills on a range of topics.
2.3.5	Collect (2.3.1), monitor and respond to the demographics of the Sussex Health Instructor Network* workforce to understand it's own needs and any gaps in representation (*this network is for instructors/deliverers that are	Strategic Workforce Officer/Insight Officer	March 2024	Workforce Plan - Workforce Survey demographic analysis (comparison can then be made after initial survey undertaken) Sussex Health Instructor Network Evaluations Strategic Progress Report	Reviewing the demographics of the Sussex Health Instructor Network workforce will help address specific needs and identify gaps in representation to inform future recruitment and relevant support.

	part of the exercise referral pathway and/or working with participants with long term health conditions).				
2.3.6	Create a self sustaining female coach network using the Project 500 Coaching Communities project learning	Strategic Workforce Officer	April 2024	Project 500 Evaluations	A self sustaining female coach network, which continues to support the development of a more diverse and representative workforce.
2.3.7	Facilitation and delivery of Coach Core apprenticeship programme to provide opportunities for young people from a range of diverse backgrounds to start a career in Sport and Physical activity	Strategic Workforce Officer	Ongoing *NB: 2nd Cohort finish June 24; 3rd cohort 24/25 academic year*	Coach Core evaluation and impact - Diversity metrics Coach Core evaluation and impact - Young People and Employer engagement	Young people from a range of diverse backgrounds to start a career in Sport and Physical activity

Ambition 3: Improved outcomes for under-represented groups in Sussex

Commitment 3.1: Active Sussex will target work programmes and investment to respond to the issues that impact physical activity levels in Sussex (reflective of diversity and intersectionality) as per our strategy

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)

3.1.1	Monitor local population data (ONS, JSNA) and physical activity data (ALS), to understand the demographics of Sussex in respect of inactivity levels to support strategic decision making and target investment and resources. *ONS – Office National Statistics* *JSNA – Joint Strategic Needs Analysis* *ALS – Active for Live*	Insight Officer /Senior Management team	ALS data releases	Strategic Progress Report Funding Investment Report metrics - investment into specific audiences (examples - Children & Young People / Tackling Inequalities) Active Lives Survey (Adults & CYP) - data/trends	Insights into Sussex demographics and inactivity levels, positively inform targeted strategies that promote and facilitate physical activity and tackling inequalities.
3.1.2	Implement the use of the inclusion by design framework in work programme planning which is support by increased staff awareness of diverse cultures and backgrounds in Sussex (supported by commitment 1.3)	All staff	Ongoing	Senior Management Group - feedback Staff Inclusive Design - usage EDI Training Participation and training effectiveness	A proactive and inclusive approach that considers diversity and accessibility throughout work program planning.
3.1.3	Establish a comprehensive monitoring system to assess the effectiveness of internal approaches, ensuring continuous progress towards achieving our strategic EDI aims.	CEO / Head of Operations / Equality Lead/ EDISG / Trustees	By Sept 24	Strategic Progress Report - Progress and impact Sport England 6 month System Report - Progress and learning statements	Enhanced organisational responsiveness and progress in achieving strategic EDI ambitions through the establishment of a robust monitoring system, fostering a

				Equality updates / DIAP progress	culture of continuous improvement and accountability.

Commitment 3.2: Listening and learning from people and community groups of diverse cultures and backgrounds in Sussex to understand the barriers to physical activity

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)
3.2.1	Utilise insights (action 3.1.1) to better understand specific marginalised groups (e.g. LGBTQ+, racialised communities, refugees, nomadic people, etc) and help establish partnerships with community leaders from diverse backgrounds to ensure we are being informed by voice	Insight Officer / Work area leads	Quarterly	EDI Advisory collective engagement Stakeholder Relationships - Representation, engagement and support metrics linked to Progress Against Strategy Report Funding Investment Report metrics - Increase in funding applications from organisations who work with marginalised groups (examples - Children & Young People / Tackling Inequalities)	An approach that ensures meaningful engagement and our initiatives are informed by the authentic voices of the communities we aim to serve.
3.2.2	Create a range of opportunities to effectively listen to people and communities (such as Community Listening Sessions,	Equality Lead / EDISG / Work area leads	March 2025	Workforce Plan - Community of Learning session delivery and engagement	Foster a deeper understanding of barriers to physical activity which inform inclusive strategies for improvement

	Surveys and Questionnaires and Focus Group Discussions)			**[Target:** Two learning sessions delivered per quarter **Target:** One example of lived experience at each learning session] Monitoring & Evaluation survey responses EDI Advisory Collective engagement	and the delivery of responsive and community-driven initiatives
3.2.3	Continue to showcase a wider range of physical activity stories that highlight people from diverse backgrounds being active which are promoted through various platforms such as social media, newsletters, and community events to amplify these narratives and promote inclusivity in physical activity.	Marketing & Communications Officer / Insight Officer / Strategic Workforce Officer / Work area leads	Quarterly	Communications Framework & Action Plan - Visible case studies and stories are created and shared [**Target:** One case study a quarter that focuses on a specific protected characteristic] Workforce Plan - Community of Learning session delivery Sussex Sport & Physical Activity Awards - D&I award responses (grow year on year)	A positive shift in perception, encouraging broader participation, and promoting representation of active lifestyles and the benefits (especially to specific audiences).

Commitment 3.3: Work in collaboration to address barriers to find ways to make moving more affordable, inclusive/accessible and safe for inactive marginalised people and underrepresented groups

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)
3.3.1	Increase reach and influence across multiple sectors by developing new partnerships across the network linked to action 3.2.1 *(consider places, spaces and active travel to help make it easier and more appealing to be active)*	CEO/ Senior Management Group / Work area leads / Trustees	Annually	Strategic Progress Report - Report progress against priorities to enable system change and community impact against the Sport England system partner funding goals Quarterly reports - Diversity and Inclusion section	Enhanced collaboration, improved visibility, and greater organisational impact and presence in diverse Sussex communities
3.3.2	Using insight (action 3.2.1) work proactively with communities to create community led, asset-based approaches to tackle inactivity where gaps have been identified and monitor these	Senior Management group / Work area leads	Ongoing	Strategic Progress Report Quarterly reports - Measurement, Evaluation and Learning section	Community-led, asset-based approaches address inactivity gaps and monitor helps evaluate progress, effectiveness and impact
3.3.3	Support partners with how to attract under-represented groups through Community of Learning & Good Practice opportunities by listening to the communities themselves	Insight Officer / Marketing & Communications Officer / Strategic Workforce Officer / Work	Ongoing	Workforce Plan - Community of Learning sessions partner engagement Communications Framework - Impact reports/case studies demonstrates change	Through active listening to the insights and preferences of the communities partners will increase representation and engagement of under-represented groups in their own activities

		area leads		Investment Fund Applications - insight and use of voice	
3.3.4	Share advice on how to help people participate in physical activity or those providing it, based on key issues raised by partners, such as the effects and impact of Covid, cost of living increases, etc.	Work area leads / Insight Officer / Marketing & Communications Officer	Ongoing	Workforce Plan - Community of Learning sessions partner engagement (at topic specific events) Communications Framework & Action Plan - Website engagement (metrics)	An empowered community better equipped to overcome barriers and actively engage in physical activity despite current challenges.

Progress to date

Snapshot and 2023-2024 action plan

It is our aim to drive change locally with regards to addressing inequalities in sport and physical activity, however this also starts with reflecting on ourselves and our own practices to ensure we are equitable.

As a team, over the past couple of years we have focused on evaluating our policies, our internal processes and training, as well as our external work and communications, to ensure inclusion and accessibility is front and centre and that we are actively working to tackle inequalities in our Sussex communities.

A snapshot of some of this work can be found on our website, as well as the April 2023 - March 2024 Action Plan which provides details of the actions, measures and intended outcomes that have already been delivered since starting our DIAP journey. You will note that in some instances these actions have been included in the 2024-2025 plan and will be part of our yearly DIAP, as their ongoing delivery will be necessary to achieve our headline ambitions.

Our strategy launch video also provides a great insight into some of the sports/physical activity and audiences we support, by working with partners across Sussex.

Active Sussex strategy promotional video - audio description

Active Sussex - Getting Sussex Moving (Promotional video description)