Active Sussex Diversity & Inclusion Action Plan 2025 - 2027

Movement and physical activity is enhancing the health and wellbeing of everyone across Sussex.

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 continued to reflect on our work and developed a plan for 2024-2025. In July 2024 Sport England, confirm Active Sussex as compliant with Requirements 2.1-2.3 from A Code for Sports Governance (the Code) based on your Diversity and Inclusion Action Plan (DIAP) and the independent review process conducted by AGS (the consortium delivering the DIAP support).

Progress and Impact so far

We have made significant progress against our original plan and our DIAP 2024-2025 Impact report sets out some of these key achievements. However we know there are some clear areas still to address or expand upon work already undertaken, so we have undertaken a review of the 2024-2025 plan with staff and board and utilising the Moving to Inclusion Framework a new two year plan has been created. The plan will be reviewed on an annual basis.

Accountability

Equality, diversity and inclusion are central to our values and strategic mission at Active Sussex. As a publicly funded organisation, we are committed to meeting the Code of Sports Governance, which requires a Diversity & Inclusion Action Plan (DIAP).

This plan outlines how we will embed and advance inclusion across our Board, staff, and wider network, through clear actions and measures.

The DIAP enables us to benchmark, act, and monitor progress. It is shared publicly to promote transparency, accountability, and collective learning. We welcome feedback from partners and communities to help us do better.

The plan brings together internal commitments to workplace equality and external actions to address physical activity inequalities, aligned with our strategy – Getting Sussex Moving. We have set out what success looks like, in line with our five-year 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 Plan and Communications Framework/Action Plan. Our Strategic Progress Report will also help measure progress and impact of our EDI ambitions.

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. The Board takes overall responsibility for reviewing the DIAP and monitoring progress, with the Senior Leadership Team holding responsibility for its implementation, including regular reviews to ensure compliance with the Code. Any areas of non-compliance will be brought to the attention of the Board. 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.

Ambitions

The Active Sussex Diversity & Inclusion Action Plan has three key ambitions. Following a review of the 2024–2025 DIAP, each ambition is now supported by one clear commitment statement, multiple key focus areas, and targeted actions to drive progress.

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

Commitment: Active Sussex will embed an inclusive, supportive, and transparent organisational culture that is shaped by lived experience, led by accountable leadership, and reinforced through learning, policy, and staff voice.

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

Commitment statement: Active Sussex will recruit, develop, and retain a diverse workforce and board that reflects the Sussex population, by applying inclusive practices, supporting equitable progression, and creating accessible pathways into the sector.

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

Commitment Statement: Active Sussex will plan, engage, and collaborate using inclusive, insight-led approaches to reduce physical inactivity in underrepresented communities and address structural barriers to participation.

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

Action Plan: April 2025 - March 2027

Action plan quick reference list

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

CEO - Chief Executive Officer	SLT - Senior Leadership Team	LD:EDI - Lead Director for EDI	SRM - EDI Lead (staff)	SW - Strategic Workforce Officer	WG - EDI Working Group	BD - Board of Trustees	NOMS - Nominations Committee

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

Commitment: Active Sussex will embed an inclusive, supportive, and transparent organisational culture that is shaped by lived experience, led by accountable leadership, and reinforced through learning, policy, and staff voice.

1.1 - Inclusive Organisational Culture

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
1.1.1	Review and communicate key policies to ensure EDI is embedded.	SLT	As per Policy Framework	% of policies reviewed [**Target:** 100% per schedule]	All organisational policies are EDI-compliant, up-to-date, and clearly communicated.
1.1.2	Review Mental wellbeing and Safeguarding policies to ensure they reflect EDI commitments.	SLT	As per Policy Framework	Policy review completion Ann Craft Trust Framework compliance	Policies support psychological and physical safety of all staff and trustees with EDI embedded.
1.1.3	Senior Leadership Team to discuss optional Inclusion and Wellbeing Passports for staff to help support any potential undisclosed needs.	SLT	By March 2026	% uptake if implemented Anonymous staff feedback	Improved staff support and disclosure confidence.
1.1.4	Deliver behaviour-based training and briefings on anti-discrimination, expected behaviours, and inclusive values.	WG	As per Staff Training Planner	Deliver two EDI training or briefing sessions Training completion rates Increased Cultural awareness	Improved awareness and consistent demonstration of inclusive behaviours across the organisation.

1.1.5	Offer a range of feedback opportunities (surveys, Time to Talk, SDRs) to monitor culture and use in a more effective way.	SLT	Annually, Quarterly and Adhoc	Ensure there continues to be a minimum of five different ways to collect feedback as follows - [**Target:** 5 feedback mechanisms in place] 1. Quarterly EDI staff feedback form 2. Staff Development Reviews culture section 3. HRNC meeting 'staff issues' agenda item 4. Network People Survey 5. Equality Culture Audit 6. Time to Talk sessions Effective feedback loop in place can be demonstrated	Staff are confident in the feedback process and insights from staff are collected and used in a meaningful way to contribute to the ongoing development and alignment of the organisation's values and practices.
1.1.6	Conduct and analyse annual Network People Survey and Equality Audits (compare composition of the Sussex population with SLT and Board; Identify any trends in data).	SLT Results reviewed by BD	April 2026	Staff completion rate [**Target:** 100% completion and responses show clear processes in place] Data and culture responses provide recommendations for future DIAP Results reviewed by the SLT and Board	Data-driven improvements to organisational culture and DIAP priorities.

1.2 - Leadership, Accountability and Representation

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
1.2.1	The Lead Director for EDI and/or CEO present EDI agenda items including DIAP updates at Board.	LD:EDI CEO	Minimum of twice per year	Organisational structure in place - EDI Lead Director representation on website EDI Update papers - [**Target:** 2 per year]	The EDI Leads play a central role in providing strategic leadership and guidance on matters related to equality, diversity, and inclusion influencing policies, practices, and behaviours at all levels.
1.2.2	The EDI and/or CEO present EDI agenda items including DIAP updates at Senior Leadership Team and Whole Team meetings.	SRM CEO	Quarterly	Organisational structure in place - EDI Lead representation on website EDI Update agenda items - [**Target:** 4 per year per SLT and WTM]	The EDI Leads play a central role in providing strategic leadership and guidance on matters related to equality, diversity, and inclusion influencing policies, practices, and behaviours at all levels.
1.2.3	Review the Lead Director for EDI role description as part of the Board 'roles review'.	NOMS	March 2026	Completion of benchmarking against best practice EDI governance roles Feedback gathered from key stakeholders (e.g. Trustees, Lead Director for EDI, EDI Lead (SLT), or EDI working group)	A clearly defined, up-to-date role description for the Lead Director: EDI trustee that aligns with current EDI priorities, enhances board-level accountability, and supports the organisation's strategic inclusion and equity goals.

1.2.4	Review the role of the EDI working group as part of the Board governance review.	NOMS	March 2026	EDI part of renewed Governance structure Updated Terms of Reference	More strategic EDI leadership.
1.2.5	Monitor the understanding of the Senior Leadership Team (individual and collective) role in driving forward our equality, diversity and inclusion commitments.	SRM SLT	By July 2026	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.
1.2.6	Review organisational values, creating visible values statements shared across communication channels.	SLT WG BD	By July 2026	Open and anonymous mechanisms for staff to feedback A review of the culture survey for trustees will be undertaken to determine whether elements of it are already in the new trustee appraisal and Board review (NOMS - March 2026) Communications Framework reviewed	A clear set of values are in place that represent the organisation and its people and are openly promoted through our work and communications.

				and updated Values published	
1.2.7	Review the Active Partnerships Race Equality Commitment operational plan and explore how actions can be implemented and support delivery of the DIAP.	WG SLT	By March 2026	Operational plan reviewed to identify where this aligns with existing DIAP actions Engagement with staff and board in shaping local implementation Progress reported and included in DIAP updates	Locally relevant actions are implemented that support racial equity in sport and physical activity across Sussex, aligned with national commitments and shaped by the needs and demographics of our communities.

1.3. Continuous Learning and Cultural Competence

	Action point	**Who**	**When**	**Measure/Measured by**	**Intended outcome(s)**
1.3.1	Develop and implement an annual EDI training programme for staff.	SLT SW	Staff Planner - July 2025 then ongoing	Staff Training Planner in place by Q1 including EDI specific training - training attendance measured Training & Development record and evaluation form - responses (update to capture confidence levels) Staff Development Reviews - CPD	A confident, skilled workforce that embeds EDI into daily work, champions inclusion, and understands its relevance to physical activity and sport.

				reflections	
1.3.2	Facilitate 'Time to Talk' sessions.	SW WG	Monthly	Number of sessions held Time to Talk session attendance [**Target:** 50% staff attendance] Increased Cultural awareness	Safe space for open discussions on inclusion.
1.3.3	Continue to share relevant guidance and resources from partners to build cultural competence of staff and review impact.	SRM WG SW	Ongoing	EDI Learning & Development sessions - Staff attendance mandatory Equality Lead and Workforce Lead updates Time to Talk sessions - number of resources shared Community of Learning resources Active Sussex Learning Lounge sessions (including lived experience) - [**Target:** Staff attend at least 2 Community of Learning sessions on an annual basis]	A well-informed, empowered, workforce through an organisation who fosters a culture of continuous learning and improvement.
1.3.4	Utilise existing resources, including *Moving to Inclusion*	SLT	From April 2026	Evidence of annual DIAP reviews referencing use of external	Improved quality and effectiveness of the DIAP through informed

	and the *Sports Governance Academy*, when reviewing the Diversity and Inclusion Action Plan (DIAP) to ensure ongoing compliance and identify areas for improvement.	SRM WG		guidance/resources. Number of SLT members engaging with *Moving to Inclusion* Documented changes or improvements to the DIAP following resource-informed reviews.	decision-making, ensuring the organisation remains compliant with best practice and continues to evolve in its inclusion efforts.

1.4 - Staff and Network Engagement

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
1.4.1	Implement the 'Culture crew' to action staff feedback and recommendations through co-creation of solutions.	SLT SW	Quarterly	Delivery of EDI recommendations from multiple feedback methods	Recommendations from insight gathered via the Equality Culture Audit, Network People Survey, SDR's and EDI Staff feedback addressed.
1.4.2	Review the Communication Framework for inclusivity, alignment with stakeholder engagement plan, promotes physical activity, raises awareness of inactivity inequalities, and features accessible materials.	SLT Reviewed by the BD	By March 2026	Complete a review of the Communication Framework and update Number of identified gaps or areas for improvement % of content updated or addressed following the audit	Communication Framework updated which sees improved inclusivity in communications through more diverse and authentic representation across platforms, helping to reflect and engage the full spectrum of Sussex's communities.

1.4.3	Train staff on inclusive comms.	SLT WG	As per Staff Training Planner	Training feedback Staff trained or briefed on applying the updated framework [**Target:** 100% of staff]	Accessibility increased.
1.4.4	Continue to promote inclusive communications and visual representation and support partners to do the same.	SLT WG	Ongoing	Guidance on inclusive language and adopted as part of Communications Framework Communications materials reviewed and aligned with updated framework [**Target**: 50% of current material] Qualitative feedback from staff, partners, or audiences on inclusivity and representation in communications	Inclusive language is adopted and representative imagery is used to authentically convey Active Sussex's commitments and positively influence partners to do the same.
1.4.5	Use campaigns and the Learning Lounge to promote allyship, celebrate diversity, and build EDI awareness through targeted learning and storytelling.	SW WG SRM	Learning Lounge updated every 6 months (September 2025 & March	Utilise campaigns that link to strategic audiences [**Target:** Support 3 campaigns] Delivery of Community of learning session [**Target:** Deliver 5 Active Sussex Community of learning session across the year]	A more informed and engaged network where staff and partners feel equipped and inspired to champion inclusion. Learning and campaigns foster allyship, promote diverse voices, and drive more equitable practice across the sport and physical activity sector.

			2026) Ongoing	Participation and engagement rates in both campaigns and learning sessions. Case studies or stories shared as part of learning sessions or campaigns	

1.5 - Transparency and Influence

	Action point	**Who**	**When**	**Measure/Measured by**	**Intended outcome(s)**
1.5.1	Review equality monitoring forms to ensure respectful, inclusive data collection and increase completion rates.	SRM SLT	Annually - March 2026	Feedback from staff/trustees on collecting data % completion of Equality & Inclusive Culture Audit **[Target:** 100%]	Better-quality EDI data leading to more informed and respectful organisational decisions.
1.5.2	Ensure that the DIAP is updated and visible.	SLT SRM	July 2026	Updated DIAP is available on the website	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.

1.5.3	DIAP progress, impact and challenges are shared with partners.	SLT WG	July 2026	DIAP Community of Learning Partner engagement (webinars or events) Good Practice opportunities or resources Website engagement metrics [Communications Framework & Action Plan]	Sharing our own organisational insights and impact helps support and influence stakeholders to grow their commitment to diversity and inclusion and encourage collaboration.
1.5.4	Review SLAs and contracts for minimum equality standards	SLT CEO	Ongoing and on a programme / project basis	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.
1.5.5	Review EDI Advisory Collective approach.	WG SLT	By January 2026	EDI Advisory Collective engagement	Ensuring external partners are part of our EDI and decision making process.

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

Commitment statement: Active Sussex will recruit, develop, and retain a diverse workforce and board that reflects the Sussex population, by applying inclusive practices, supporting equitable progression, and creating accessible pathways into the sector.

2.1 - Inclusive Recruitment and Attraction

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

2.1.1	Review staff recruitment criteria/job descriptions to ensure equal access and inclusive practices for all candidates.	SLT Notify Board of any changes	As per Policy Framework	Job adverts include salary range, flexible working options, and inclusive language [**Target:** 100% include this information] Blind-shortlisting application process used Applicant diversity data collected, monitored, and reviewed Strive to meet minimum ONS benchmark figures and see positive increases in applicant data each year.	Ensure all recruitment processes are inclusive and accessible, reducing barriers for underrepresented candidates and attracting a more diverse applicant pool reflective of Sussex communities.
2.1.2	Review interview process as part of recruitment policy to address unconscious bias and incorporate positive action where relevant.	SLT	As per Policy Framework	Recruitment Policy updated *(If recruitment takes place* - *% of interview panel trained* - *Application diversity and candidate feedback)*	A fairer, more inclusive recruitment process that increases representation and supports positive action.

2.1.3	Develop and apply an Inclusive Recruitment Checklist to all job adverts to ensure accessibility, fairness, and appeal to diverse candidates.	SLT	December 2025	Checklist created and approved **[Target:** 100% of job adverts reviewed using the checklist before publication] Applicant diversity data reviewed pre- and post-checklist implementation	Ensure all job adverts are designed to attract and support applicants from all backgrounds, resulting in a fairer, more inclusive recruitment process and a more diverse pool of candidates.
2.1.4	Continuing to monitor applicant diversity data where applicable and benchmark against ONS data.	SLT SRM	Annually	Completion and analysis of diversity monitoring from any recruitment activity [**Targets:** 9% of applicants from a Black, Asian or minority ethnic background; 11% of applicants identifying as disabled (Equality Act definition) Qualitative assessment of the inclusivity of candidate experience (via feedback/surveys when possible)	Over time, increased applications from under-represented groups when recruitment opportunities arise.
2.1.5	Align trustee recruitment to the Charity Commission and Sport England codes of governance, embedding EDI as a core component alongside	NOMS	Annually	Trustee recruitment process reviewed every 3 years to ensure governance compliance and EDI alignment EDI criteria explicitly included in all trustee role descriptions and adverts	Trustee recruitment processes are inclusive, transparent, and attract skilled candidates from diverse backgrounds, assisting in shaping a Board that mirrors the makeup of

	skills-based requirements.			and uses inclusive language Skills mix and diversity audit analysis % of applicants and appointments from underrepresented groups tracked and reported	the Sussex population.
2.1.6	Apply to achieve Level 1 'Disability Confident Committed' status, and then work towards Level 2	SLT WG	By July 2026	Submission and approval of Level 1 application Progress plan in place to work towards Level 2 (Disability Confident Employer)	Active Sussex is formally recognised as a Disability Confident organisation, helping to reduce barriers for disabled applicants and staff, and demonstrating a visible commitment to inclusive employment practices.

2.2 - Progression, Retention and Belonging

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
2.2.1	Review the induction and onboarding processes for new staff members.	SLT	As per the Policy Framework	Feedback on the induction and onboarding from new staff members	Improved onboarding of staff.

2.2.2	Review the induction and onboarding process for new trustees.	NOMS	As per the Policy Framework	Feedback on the induction and onboarding from new trustees	Improved onboarding of trustees.
2.2.3	Recognise and celebrate staff who role model inclusive behaviours.	SLT CEO	By March 2026	Review Staff Recognition & Reward initiatives which includes staff feedback in the review process 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.
2.2.4	Implement 360-degree reviews and cultural competence training for the Senior Leadership Team by March 2027.	SLT CEO	By March 2027	Participation rate Training completion & feedback	Senior Leadership Team fosters inclusive environments through development and accountability.

2.3 - Developing the Wider Workforce

	Action point	Who	When	Measure/Measured by	Intended outcome(s)
2.3.1	Gather demographic data of the workforce to support strategic	SW WG	TBC	Workforce Survey demographic analysis from focused place engagement	Workforce demographic data will help enhance understanding of the current profile and

	priorities focused on system and place.				intersectionality, facilitating informed decision-making and targeted diversity and inclusion initiatives.
2.3.2	Establish the Learning Lounge to provide a range of Active Sussex-led community of practice/learning sessions, forums, networks, training, and webinars for the workforce.	SW WG	Learning Lounge updated every 6 months (September 2025 & March 2026) Ongoing	Number of sessions delivered per quarter [**Target**: 2 per quarter] Attendance and engagement levels per session (Post-session feedback and learning evaluation) Partner satisfaction and relevance rating	The wider Sussex workforce is more confident, informed, and equipped to engage inactive and underrepresented groups, through accessible and relevant learning opportunities delivered via the Active Sussex Learning Lounge.
2.3.3	Increase sharing of inclusive training and good practice (both Active Sussex led and external partners) that will advance knowledge and understanding.	SW WG	Ongoing	Workforce survey (knowledge & understanding question) Inclusive Activity Programme attendance and feedback Communications Framework - eNews includes workforce training [**Target:** At least 1 training opportunity shared per month]	A range of accessible training opportunities are accessed by the wider Sussex workforce to increase their knowledge and skills on a range of topics.

2.4 - Equity in Entry Routes and Opportunities

	Action point	Whom	When	Measure/Measured by	
2.4.1	Senior Leadership Team to discuss inclusive pathways that could increase diverse representation across the sector, such as apprenticeships, internships, and partnerships with grassroots or community-led organisation	SLT SW WG	By March 2026	Hold at least 2 internal strategic discussions per year focused on inclusive workforce pathways Identify and document at least 3 viable pathway models (e.g. apprenticeship schemes, paid internships, community referral partnerships)	Create more accessible entry points into the physical activity and sport sector for individuals from underrepresented backgrounds, increasing diversity and long-term workforce representation.
2.4.2	Equip partners with comprehensive information and resources on development, training and career opportunities within the sport and physical activity sector.		Following workforce survey	Communications Framework - eNews includes workforce opportunity [**Target:** At least 1 per month] Community of Learning sessions that includes a focus on the development of the workforce from under-represented groups / those living in high-deprivation areas [**Target:** 1 per year] Coach Core apprenticeship programme - New employee partners onboard	Increase awareness of sector opportunities enabling partners to effectively signpost and support individuals from underrepresented and low-income communities, contributing to a more diverse and representative workforce.

				- evaluation and impact around diversity metrics	

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

Commitment Statement: Active Sussex will plan, engage, and collaborate using inclusive, insight-led approaches to reduce physical inactivity in underrepresented communities and address structural barriers to participation.

3.1 - Inclusive, Insight-Led Planning

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)
3.1.1	Regularly monitor and analyse local demographic and physical activity data (e.g., ONS, JSNA, ALS) in Sussex to support strategic priorities.	SLT WG	Annually	Review and reporting of ONS, JSNA, ALS, and internal EDI monitoring data to help inform where delivery needs to take place	Targeted, evidence-based programme delivery that reduces physical inactivity in under-served Sussex communities.
3.1.2	Use local insights to identify and understand the barriers faced by marginalised groups (e.g. LGBTQ+, racialised communities, refugees, nomadic people) to support strategic priorities.	SLT WG	Ongoing	EDI Advisory collective engagement Stakeholder Engagement Plan - Number of new or strengthened partnerships with community groups or leaders from under-represented communities	Deeper understanding of cultural, social, and structural barriers to physical activity among marginalised groups in Sussex.

				Qualitative feedback from communities on whether they feel heard and represented	
3.1.3	Facilitate regular Board level discussions focused on identifying and understanding geographic inequalities in participation across the county, with a particular focus on low-participation areas and how resources are currently allocated to address these gaps.	BD SLT	TBC	Number of Board meetings per year that include agenda items on participation inequalities. Presence of data-driven reports on participation rates by area and demographics. Monitoring the result of these discussions.	Improved awareness and understanding at leadership level of where participation inequalities exist, leading to more informed decision-making and targeted allocation of resources to under-represented areas and groups.
3.1.4	Build staff awareness of diverse communities in Sussex.	WG	Ongoing	Number of staff completing cultural competency or diversity awareness sessions	Greater organisational awareness of intersectional barriers to physical activity.
3.1.5	Build upon EDI monitoring and evaluation system to inform investment and resource decisions.	SLT WG	By March 2026	Strategic Progress Report - Progress and impact Sport England 6 month System Report - Progress and learning statements Equality updates / DIAP progress	Demonstrable progress towards Active Sussex's strategic EDI goals, with improved accountability through monitoring.

3.2 - Engaging Community Voice

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)
3.2.1	Build partnerships with diverse communities and leaders to inform our place-based approaches (including inclusive spaces and active travel).	SLT	Following PUO application	Stakeholder Engagement Plan - Number of new partnerships developed across sectors Strategic Progress Report - impact against Sport England system partner goals	Increased cross sector understanding to ensure voice is at the heart of our place work and which builds stronger community trust and collaboration.
3.2.2	Establish structured and regular mechanisms (e.g., listening sessions, surveys, community forums) to gather and discuss insights from underrepresented groups in 'place' to inform planning and delivery.	SLT	Following PUO application	Number and diversity of engagement activities held (e.g., # of listening sessions, surveys distributed, or focus groups conducted) **[Target:** At least 2 engagement activities per place] Implementation of a formal feedback loop (e.g., summary reports, Board discussion).	Increased representation of underrepresented voices in decision-making, resulting in more inclusive, community-informed services and strategies.
3.2.3	Continue to showcase real stories of people from diverse backgrounds being active, across digital platforms and events, to celebrate lived experiences and amplify inclusive narratives.	WG SLT	Ongoing	Volume and reach of diverse stories shared across platforms (social media, newsletters, events) Sussex SportS Activity Awards - D&I award responses (grow year on year)	Greater visibility and celebration of diverse voices, helping to shift perceptions and promote active lifestyles for all.

3.3 - Collaborative Action to Remove Barriers

	Action point	Whom	When	Measure/Measured by	Intended outcome(s)
3.3.1	Co-create community-led, asset-based solutions in 'places' with identified activity gaps.	SLT	Following PUO application	Strategic Progress Report (progress on community-led initiatives supported)	More community-owned solutions addressing inactivity in under-served areas.
3.3.2	Supporting partners through Communities of Learning & Good Practice to engage under-represented groups by amplifying community voice.	SW WG	As per Learning Lounge schedule	Participation and engagement levels in Communities of Learning & Good Practice sessions % of partners reporting increased confidence or success in engaging under-represented groups	Stronger partner capability to include marginalised groups, informed by lived experience and shared learning.
3.3.3	Sharing relevant advice, tools, and case studies on addressing barriers like the cost of living, guided by insight from partners and community groups.	WG	Ongoing but linked to Comms Framework	Number of resources, guidance materials or tools shared with partners (and their reach) Case studies demonstrating change in affordability, access, or safety	Responsive support systems that help mitigate socio-economic challenges.
3.3.4	Use insight from the Sport Welfare Officer project to identify safety needs of marginalised groups and inform targeted learning and development for the workforce.	WG SW	Reviewed quarterly by the EDI Working Group	Insight report produced and shared internally/with partners Sport Welfare Officer learning and development sessions delivered based on findings	Improved safety and inclusion in sport and physical activity environments through insight-informed training, leading to better support and protection

				Participant feedback on increased confidence and knowledge gained of inclusive safeguarding	for marginalised participants across Sussex.