

DIVERSITY & INCLUSION ACTION PLAN

April 2025 – March 2026

Opening Statement

Through the development of the DIAP and the work of our EDI group over the last 12 months we have seen significant positive change in our approaches and actions towards Equity Diversity and Inclusion (EDI). Crucially this has resulted in Energize recognising and demonstrating that our EDI work is now better embedded into everything we do and it is a credit to all those involved, that we have progressed so quickly and that we can confidently say that inclusion is considered across our workstreams and therefore no longer a stand-alone strategic goal.

Furthermore, we have internally invested in our team through training and developing, covering a range of topics from Neurodiversity to Anti-Racism in the Workplace to improve knowledge and understanding, and increase confidence when working to improve EDI. We have also reviewed our own policies and procedures to demonstrate more inclusive practices, including adaptations to our recruitment processes and how we connect to a wider range of audiences across our social media platforms.

We must now consider our role across the wider sector, encouraging and advocating diversity of thought and a culture of inclusion. Working across our project and programmes we will start to work with key stakeholders and local community organisations to tackle inequalities, break down the barriers to physical activity and ensure everyone can lead a healthy and active lifestyle.

Pete Ezard
Energize Chief Executive Officer

Kal Parkash
Energize Trustee and EDI Champion

Introduction

Movement is the foundation of good health, wellbeing, and thriving, sustainable communities. But right now, movement, physical activity, and sport isn't accessible to everyone. We're working to change that. We want to help everyone move more.

Energize Shropshire, Telford & Wrekin is one of a national network of more than 40 [Active Partnerships](#) funded to influence and deliver systemic change so that together we can create the conditions for every single person to be active. We want to better understand local people, local barriers, and local opportunities so we can influence and make change happen, to enable better physical health, mental health, and quality of life.

As a strategic organisation, our purpose is to improve the quality of life through the benefits of physical activity and, through our current [2022-27 strategy](#), we are striving to tackle the barriers to an active lifestyle and as such, eliminate inactivity across Shropshire, Telford & Wrekin.

We know we can't do it alone and our role is to champion the life changing impact of an active lifestyle and ensure that everyone across our area can benefit from it. There are many within our communities who face barriers to benefitting from an active lifestyle and Energize is committed to empowering our local sector and beyond, to provide inclusive, diverse, safe and equitable opportunities, so that everyone has a choice to be active.

As the Active Partnership for Shropshire and Telford & Wrekin, it is important for us to be aware of the geography and demography that shape the area we serve. The following information provides a brief overview to help outline the two differing areas of Shropshire and Telford & Wrekin.

Shropshire:

- Shropshire is the largest inland county in England with the population density, according to the 2021 Census, being 1.01 persons per hectare (101 persons per square kilometre) compared to 4.34 in England as a whole (434 per square kilometre).
- Shropshire has a larger and faster growing older population, compared to the rest of England. The average age in Shropshire was 48 in 2021, compared to 40 in England as a whole and the number of people over the age of 65 accounts for 25.3% of the total population in Shropshire compared to 20.7% in 2011. In England this figure is 18.4%.
- In 2021, 96.7% of Shropshire's population classed themselves as white compared to 81% in England and 81.7% in the West Midlands. Shropshire had a lower proportion of ethnic minority groups in all categories compared to England and the West Midlands, and a lower rate of growth.
- 5.9% of people living in Shropshire in 2021 were born outside the UK, compared to 17.4% nationally.
- On average, people living in the least deprived areas of Shropshire are estimated to live 5.5 years longer if male and 3.5 years longer if female compared to those living in the most deprived areas (source: PHOF, OHID).

Telford and Wrekin:

- The population of Telford and Wrekin continues to grow at above national rates, driven by the expansion of the local economy and record levels of housing growth.
- As the population grows, Telford and Wrekin has become more diverse but also older, with the average age of residents at 40, just below the West Midlands (40.3) and England (40.5) (source: ONS Population Estimates 2021).
- The 2021 Census showed that Telford and Wrekin has become more diverse in the ten years since the previous Census in 2011, with migration increasing, national identity decreasing as well as increases in the diversity of ethnicities, language and religion reported. Telford and Wrekin is a place of socio-economic contrasts.

- Parts of Telford and Wrekin are amongst the most deprived in England, with deprivation rates comparable to inner cities, whilst other areas are amongst the least deprived in England. Around 24.9% of the population of Telford & Wrekin live in areas in the 20% most deprived nationally (source: 2019 Index of Multiple Deprivation). These inequalities transfer to life expectancy, with men and women living in the most deprived areas of the borough expected to live on average 7.3 years and 4.1 years less, respectively, than those living in more affluent areas (source: PHE 2018-20).
- Telford and Wrekin saw one of the largest increases in population aged 65 plus in England between the 2011 and 2021 Census – the highest increase of all West Midlands upper tier local authorities and the second highest of all upper tier authorities in England (source: ONS Census data).

Progress made from our 2024/25 DIAP

Our 2024-25 DIAP had a focus on internal development, ensuring that our knowledge, confidence and competence with regards to EDI consistently improved throughout the year and that we became better placed to work more collaboratively with external stakeholders - ensuring we understood how, why, and for what purposes we were engaging with different stakeholders - to enable better inclusion and continue widening the positive impact that sport and physical activity can have on everyone's lives.

During the year we utilised an online training platform (Charity Learning Consortium) to support awareness and knowledge building for both staff and board members around various topics aligned to EDI which was also bolstered with follow-up discussions on set topics through the creation of our quarterly 'Book Clubs'. Staff have found the 'Book Club' sessions of particular benefit in gaining awareness/knowledge, enabling open conversations, supporting contribution through lived experience and supporting discussions around EDI topics to become normalised.

Other actions that were undertaken to support our development and progress as individuals and as an organisation during 2024/25 include, but not limited to:

- Staff and board Active Bystander training (with a focus on sexual harassment and hate crime)
- The creation and implementation of Inclusion Passports for staff
- Participating in the national 'My Whole Self' campaign supporting staff to share more information about themselves including lived experiences
- Amendments to our recruitment process with continued development and learning through updated standard operating procedures
- A passionate EDI working group formed with EDI board champion representation
- Started the completion of the five Moving to Inclusion framework pillars
- Working with and alongside other organisations who support underrepresented groups which has enhanced our knowledge, learning and development
- Glossary of terminology to support staff confidence in discussing areas of EDI
- New process and flowcharts created for supporting reasonable adjustments that may be required (both internally and externally)
- New checklist created for aspects to think through when organising events to support better inclusivity
- Supporting national campaigns through our marketing and communications.

Moving into 2025/26 we will continue to strive to build a more inclusive and equitable culture throughout the organisation with all our people, who are passionate and driven to improve and develop how we think, behave and act. Alongside this we will start to have an outward focus too and look at how we can best support and influence our stakeholders.

Our EDI Ambitions

We will continue to utilise four thematic areas that have become the pillars for our action plan which help to outline our ambitions for 2025/26 and evidence our progress.

- 1. **Governance:** Ensure accountability to enhance trust and confidence, demonstrating our commitment to drive, progress and embed EDI across all our work.
- 2. **Learning:** Increase awareness, understanding, knowledge, courage, and confidence across the team.
- 3. **Supporting:** Understand our communities to improve inclusivity and accessibility for people from diverse backgrounds both internally and externally.
- 4. **Influencing:** Proactively engage stakeholders to support, influence and champion positive change.

We acknowledge that during 2024-25 we concentrated on developing and improving our work around EDI internally and therefore did not make the progress we wished to against the priority audience we identified. So, during 2025-26 we will continue to focus on improving and prioritising our development around ethnicity, specifically people from ethnically diverse communities. From national statistics through the Active Lives data (both adults and children and young people) and our local insight (e.g. lowest percentage of investment from the Together Fund went to ethnically diverse communities), we’re aware of the underrepresentation and the need to improve inclusion for this audience.

Our Action Plan

Our action plan outlines our approaches according to our four thematic areas along with specific actions, the evidence that will confirm actions have/are being met, the timeframe and who is leading on each action.

- Appendix 1:** Composition of Energize Staff and Board.
- Appendix 2:** Energize Staff and Board Data in comparison to Shropshire, Telford & Wrekin demographics.
- Appendix 3:** Energize Staff and Board: Results from an Inclusive Behaviours self-assessment & comparison to the previous results.

Key measures for 2025/26

Action	Measure
G3.1: Annually review demographic survey for staff and board to include the Inclusive Behaviours self-assessment.	Results from the survey gathered and analysed to review whether there have been any changes / improvements

G3.2: Support actions within the organisation's People Plan that drive inclusion, diversity of thought and enable us to better represent the population we serve.	People Plan actions that support recruitment are completed. Recruitment monitoring shows improved diversity amongst applicants.
L1.1: Charity Learning Consortium (CLC) mandatory courses for board members to complete: Unconscious Bias and Allyship in the Workplace	Courses completed – evidenced through the CLC platform. Improved scores in the Inclusive Behaviours self-assessment.
S1.1: Review and refine (refine – if/when required) HubSpot (CRM system) filters to better understand who our stakeholders are and the different audiences they support. Use relationships we already have to gain knowledge of those we are unaware of, supporting us to actively build new relationships and contacts within HubSpot that are far reaching across different audiences. Check ratios of audiences against demographics of the county – understand where any gaps may be.	Stakeholders and contacts we have are working with communities/audiences that represent the demographic statistics of the county.

Governance: Ensure accountability to enhance trust and confidence, demonstrating our commitment to drive, progress and embed EDI across all our work.					
Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
G1	EDI is embedded throughout our operations, procedures, policies and planning.	G1.1: All organisation policies reviewed and updated, taking into consideration our increasing knowledge and experience regarding EDI.	New policies reviewed on time with EDI considered.	Office Manager / SLT As and when they require updating	
		G1.2: Development of quarterly progress reporting to the Board and the production of an annual board report outlining progress against our DIAP.	Quarterly updates and annual report created and shared at full board meetings.	Head of Performance & Learning Quarterly & end of year	
		G1.3: Diversity, Equality, Inclusion & Belonging (DEIB) monthly survey implemented as part of our Officevibe pulse surveys. Results monitored to implement any actions that may be deemed necessary	Monthly reports gained and shared at SLT meetings and quarterly EDI working group meetings	Chief Executive and Head of Performance & Learning Monthly	
G2	EDI is valued and considered across the	G2.1: Monitor the use of the 'reasonable adjustments' budget.	Spend against this budget is captured through Xero and	SLT	

	whole organisation with resource committed to supporting EDI.		monitored at management account meetings	Quarterly	
		G2.2: Discovery exercise to understand the various accreditations, charters and schemes that would enhance our organisation. Recommendations taken to board regarding which we should sign up to/complete. Priority given to those aligned with our priority audience of ethnically diverse communities.	Additional relevant accreditations, charters and schemes signed up to/completed.	EDI Working Group August 2025 and ongoing	
		G2.3: Completion of the Moving to Inclusion five Pillars within the diagnostic toolkit to help identify gaps and areas to develop.	Scorecard from all five pillars gained and actions starting to be incorporated into plans.	EDI Working Group June 2025	
G3	Our people are diverse and representative of the population we serve.	G3.1: Annually review demographic survey for staff and board to include the Inclusive Behaviours self-assessment.	Results from the survey gathered and analysed to review whether there have been any changes / improvements	Head of Performance & Learning / Office Manager February 2026	
		G3.2: Support actions within the organisation's People Plan that drive inclusion, diversity of thought and enable us to better represent the population we serve.	People Plan actions that support recruitment are completed. Recruitment monitoring shows improved diversity amongst applicants.	EDI Working Group & People Sub-Committee Ongoing	

Learning: Increase awareness, understanding, knowledge, courage, and confidence across the organisation.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
L1	All staff and board have the knowledge, skills and confidence to work to improve EDI.	L1.1: Charity Learning Consortium (CLC) mandatory courses for board members to complete: - Unconscious Bias	Courses completed – evidenced through the CLC platform. Improved scores in	SLT & Board Chair March 2026	

		- Allyship in the Workplace	the Inclusive Behaviours self-assessment.		
		L1.2 To develop a relationship matrix to understand the level of maturity across our stakeholders and audiences.	We have a functioning matrix that all staff are aware of and use.	Marketing & Communications Officer / Head of Engagement July 2025	
		L1.3: Targeted approach to building trusted working relationships with relevant organisations/professionals (especially those aligned to our priority group of ethnically diverse communities), enabling learning, insight, resources, and best practice to be gained and shared. Communication and consultation with diverse groups and individuals becomes an integral part of our work and helps understand barriers and inform plans for our operations, activities, communication methods, and other digital provision e.g. website content.	Information & knowledge shared across stakeholders and partners. This will then develop and inform our practice. Maturity of relationships measured utilising new matrix. Maturity and diversity of relationships improves and widens.	EDI Working Group Ongoing - reviewed in quarterly working group meetings	
		L1.4: Staff are given the time, necessary training, and support to develop their awareness, reflect on their understanding and build confidence aligned to EDI.	Utilisation of the Charity Learning Consortium along with 'Book Club' sessions. Additional training organised aligned to need identified by individuals and organisations.	SLT Ongoing	
L2	Modelling language, being accountable as a team.	L2.1: Track changes to any terminology and adjust glossary as needed. Process created and in place to ensure changes are communicated.	The glossary is in place and available to all staff and board members. Any changes are tracked.	EDI Working Group June 2025 and ongoing	

L3	Improve knowledge and understanding across the team supported by gaining insight from individuals with lived experience	L3.1: All team to complete set CPD modules in preparation for team discussions that can include lived experience input. This will include: <ul style="list-style-type: none"> - Anxiety (full module) - Disability in the Workplace - TBC Encouraging open conversations & providing opportunity to discuss EDI at quarterly team meetings.	Courses completed; sessions taken place at quarterly team meetings with staff awareness and knowledge improved.	SLT / EDI Working Group 12 th June 25: Anxiety 11 th Sept: Disability in the Workplace 11 th Dec: TBC	
		L3.2: Refreshing & updating the shared folder of resources (1.5.3 – EDI)	Folders are easy to navigate & staff are updating regularly.	EDI Working Group Ongoing	
		L3.3: Conduct a brand awareness survey which includes questions regarding stakeholders' views on how inclusive our organisation is, including our communications and website.	A survey is created with responses gained. Results from the survey support continued growth and development of our practices.	Marketing & Communications Officer / Head of Engagement August 2025	

Supporting: Understand our communities to improve inclusivity and accessibility for people from diverse backgrounds both internally and externally.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
S1	To better understand our diverse population & their needs within Shropshire, Telford & Wrekin.	S1.1: Review and refine (refine – if/when required) HubSpot (CRM system) filters to better understand who our stakeholders are and the different audiences they support. Use relationships we already have to gain knowledge of those we are unaware of, supporting us to actively build new relationships and contacts within HubSpot that are far reaching across different audiences.	Stakeholder information can be shown in lists on HubSpot or be exported. Stakeholders and contacts we have are working with communities/audiences that represent the demographic statistics of the county.	Head of Engagement & Energize team Ongoing	

		Check ratios of audiences against demographics of the county – understand where any gaps may be.			
S2	Advocate for diversity and inclusion; be a source of information & share best practice.	<p>S2.1: Utilising our website, social media, email, and HubSpot.</p> <p>Develop a new page specifically aligned to our EDI work and ambitions that is regularly updated and provides a source of information to external stakeholders.</p> <p>S2.2: Working with and supporting the local sport and physical activity workforce to develop their knowledge and understanding, including signposting to relevant training and courses etc.</p>	<p>Information on our website is up to date, relevant and easily accessible, providing a 'digital hub' for local organisations and the workforce.</p> <p>Local workforce aware of training available and opportunities to gain relevant knowledge & certification, resulting in a knowledgeable and informed workforce.</p>	<p>Marketing & Communications Officer</p> <p>August 2025 and Ongoing</p> <p>Energize team</p> <p>Ongoing</p>	

Influencing: Proactively engage stakeholders to support, influence and champion positive change.

Ref.	Approach	Action	Evidence	Timing / Lead	Comments / Update on progress
I1	Work collaboratively and intentionally internally and with stakeholders to support, influence and champion change.	I1.1: Utilising skills and knowledge gained through insight, training and experience to model best practice and behaviours both internally and externally, challenging discriminatory behaviour and thinking.	Staff feeling competent to model best practice and confident to challenge poor practice. Discussions part of staff 1:1's linked to our value of Inclusion.	EDI Working Group & SLT Ongoing, review March 2026	
I2	Raise awareness of diversity and inclusion.	I2.1: Coordinate specific EDI communications throughout the year aligned to global, national or local events/days etc. which highlight and raise awareness of different aspects linked to EDI with a focus on ethnically diverse communities.	Record of communication sent & the analytics of engagement from communications and the new webpage.	EDI Working Group & Marketing & Communications Officer	

		To utilise and signpost back to our website any EDI communication sent out.		Ongoing, review March 2026	
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Appendices

Appendix 1: Composition of Energize Staff and Board.

Appendix 2: Energize Staff and Board Data in comparison to Shropshire, Telford & Wrekin demographics.

Appendix 3: Energize Staff and Board: Results from our Inclusive Behaviours self-assessment & comparison to the previous results.

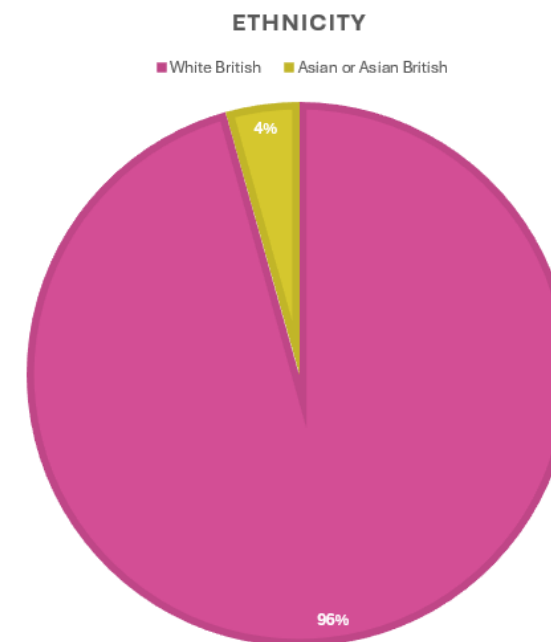
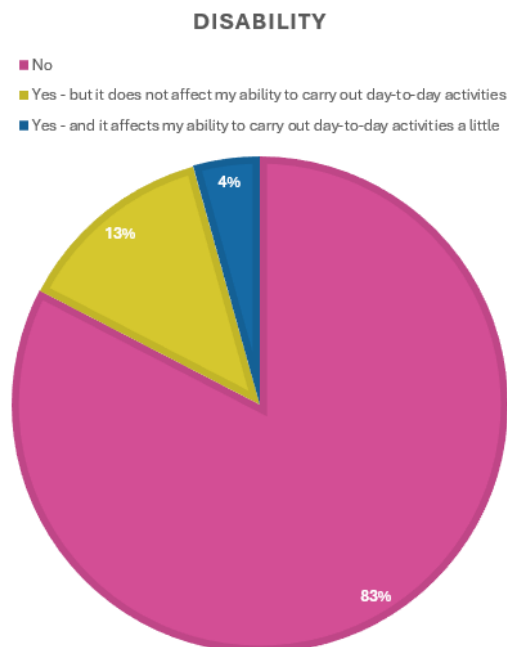
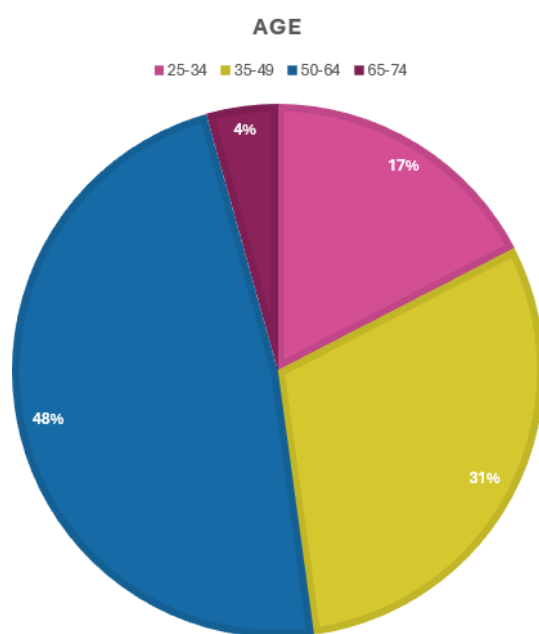
Composition of Energize Staff and Board

Energize collect data on the make-up of our staff and board. The following data was collected in March 2025.

Our data focuses on six protected characteristics as defined in the Equality Act 2010: age, disability, race (ethnicity), religion, sex (gender) and sexual orientation. We also collect data on 3 additional aspects:

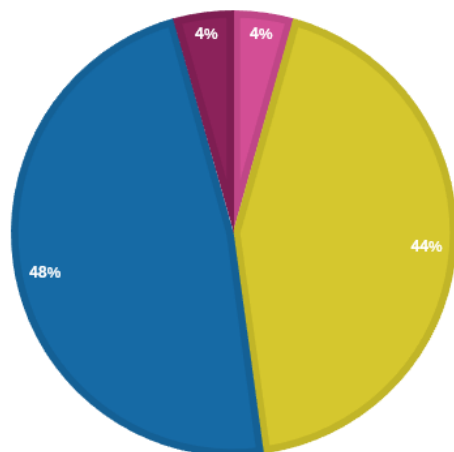
- Type of school attended for the most time between the ages of 11 and 16
- Eligible for free school meals at any point during school years
- Highest level of qualification held

The data collected in March 2025 comprised of 13 staff members and 10 board members. The staff and board data have been combined to provide an overview of the organisation as a whole.



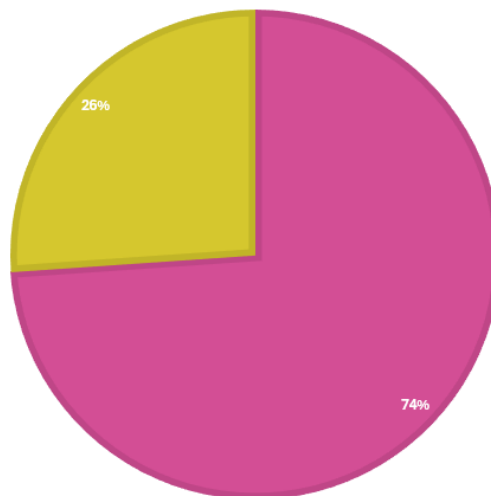
RELIGION

- Buddhist
- Christian (including all Christian denominations)
- No religion / Atheist
- Prefer not to say



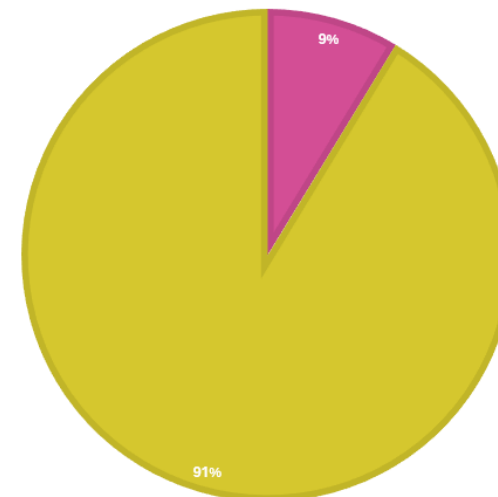
SEX

- Female
- Male



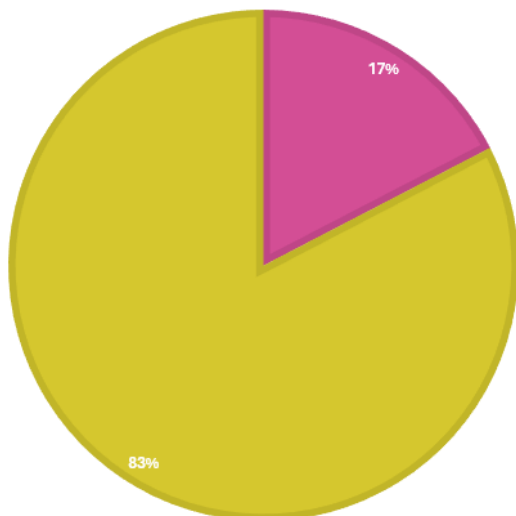
SEXUAL ORIENTATION

- Gay or Lesbian
- Heterosexual



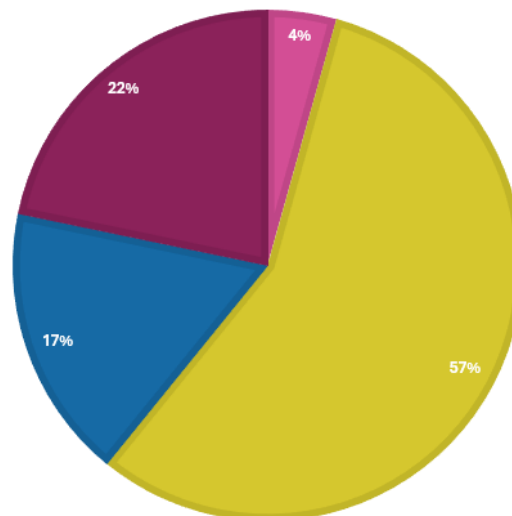
TYPE OF SCHOOL ATTENDED FOR THE FIRST TIME BETWEEN THE AGES OF 11 TO 16

- Independent or fee-paying school
- State-run or state-funded school



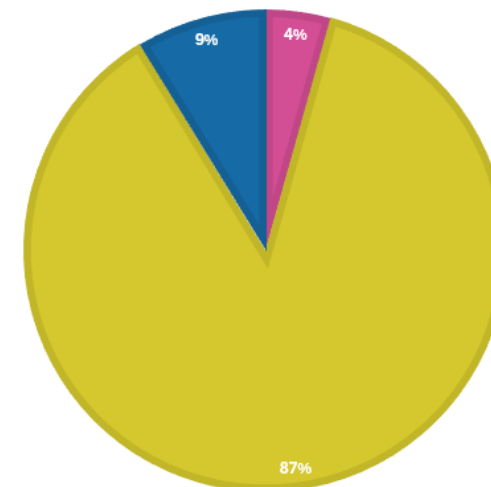
*All responses were 'Yes' to the question: 'Is the gender you ELIGIBLE FOR FREE SCHOOL MEALS AT ANY POINT DURING SCHOOL YEARS

- I don't know
- No
- Not applicable
- Yes



HIGHEST LEVEL OF QUALIFICATION HELD

- Level 3 (2 or more A-Levels / 4 or more AS Levels / NVQ Level 3)
- Level 4 (Undergraduate degree / Postgraduate degree / NVQ Level 4+)
- Other vocational or work related qualifications



Outline comparison information between 2024 and 2025 data:

2024 = 21 responses

2025 = 23 responses

- **Age:** slight increase of 50-64 year-olds from 43% to 48%
- **Sex:** slight decrease of males from 29% to 26%
- **Ethnicity:** no change
- **Disability:** increase from 5% to 13% of people with a disability that doesn't affect day-to-day activities and a decrease from 9% to 4% of people with a disability that has a little effect on day-to-day activities
- **Sexual orientation:** slight increase of responses for gay or lesbian from 5% to 9%
- **Religion:** increase from 38% to 44% for Christian and a decrease from 57% to 48% for no religion/Atheist
- **Type of school:** slight increase from 14% to 17% attended independent or fee-paying school
- **Free school meals:** an increase from 14% to 22% of responses who were eligible for free school meals
- **Qualifications:** change in options between 2024 & 2025 so not comparable

Energize Staff and Board Data in Comparison to Shropshire, Telford & Wrekin Demographics

The following comprises of data collected in March 2025 regarding the make-up of Energize staff and board members in comparison to the national 2021 census data for the population of Shropshire and Telford and Wrekin.

The data used focuses on six protected characteristics as defined in the Equality Act 2010: age, disability, race (ethnicity), religion, sex (gender) and sexual orientation.

Please note:

The Energize data collected in March 2025 comprised of 13 staff members and 10 board members. The staff and board data have been combined to provide an overview of the organisation as a whole.

Religion	Energize	STW	Difference
No religion / Atheist	47.8%	38.95%	8.9%
Christian (incl. all Christian denominations)	43.5%	51.55%	-8.1%
Buddhist	4.3%	0.30%	4.0%
Muslim	0.0%	1.60%	-1.6%
Hindu	0.0%	0.45%	-0.5%
Sikh	0.0%	0.85%	-0.9%
Jewish	0.0%	0.05%	-0.1%
Other religion	0.0%	0.50%	-0.5%
Prefer not to say	4.3%	5.75%	-1.4%

Age	Energize	STW	Difference
16-19 years	0.0%	4.4%	-4.4%
20-24 years	0.0%	5.3%	-5.3%
25-34 years	17.4%	12.0%	5.4%
35-49 years	30.4%	17.9%	12.5%
50-65 years	47.8%	21.1%	26.7%
65-74 years	4.3%	11.6%	-7.2%
75-84 years	0.0%	7.3%	-7.3%
85 years +	0.0%	2.6%	-2.6%

Ethnicity	Energize	STW	Difference	Notes
Asian & Asian British	4.3%	2.8%	1.6%	
Black or Black British	0.0%	1.2%	-1.2%	*Census 2021 collates: Black, Black British, Black Welsh, Caribbean or African
White British	95.7%	93.6%	2.0%	
Chinese or <u>other</u> ethnic group	0.0%	0.6%	-0.6%	*Census 2021 collates: <u>Other</u> ethnic group
Any other mixed	0.0%	1.7%	-1.7%	*Census 2021 collates: Mixed or Multiple ethnic Groups
Any other white				

Gender	Energize	STW	Difference	Notes
Female	73.9%	50.7%	23.2%	
Male	26.1%	49.3%	-23.2%	
Indeterminate or Intersex	0.0%	*NC		*Not collected

Disability	Energize	STW	Difference	Notes
Yes	17.4%	18.9%	-1.5%	
No	82.6%	81.1%	1.5%	
Prefer not to say	0.0%	*NC		*Not collected

Sexual Orientation	Energize	STW	Difference
Heterosexual	91.3%	90%	0.9%
Lesbian, gay, bisexual or another sexual orientation	8.7%	4%	4.7%
Prefer Not to Say	0.0%	11%	-11.2%

Energize Staff and Board: Inclusive Behaviours self-assessment



The following comprises information collected in March 2025 from individual self-assessments completed by Energize staff and board regarding inclusive behaviours.

Please note:

The Energize data collected below in March 2025 comprised of 13 staff members and 10 board members.

To support our individual and collective understanding of our inclusive behaviours as a board and team, individuals completed a self-assessment which outlined 5 specific areas of focus. Individuals used the descriptors within each area to self-assess and score themselves across the behaviours. A score of '10' implies they are a consistent role model of this behaviour, and a score of '0' that they never display that behaviour.

Please see the areas and descriptors within the self-assessment tool below:

1. Authenticity and humanness

Invest time, consistently, getting to know your colleagues, their motivations and purpose, and generating trust

Listen to what is being said, not to respond

Demonstrate a caring attitude; ask 'How can I help?'

Speaks from the heart and shares personal experience and failures with colleagues, reflecting on learning and insights

Seeks advice when unsure

2. Courage

Engages in open and honest conversations, speaking up and hold others to account if their behaviour or actions do not support inclusion

Challenges organisational attitudes and practices that promote homogeneity or exclusion

Spots conflict/inappropriate behaviour and intervenes to resolve

Shares and asks for candid and ongoing feedback on work quality and style

3. Transparency and clarity

Proactively follows work-related policies and practices

Employs transparent, consistent, and evidence-based decision-making in regard to work-related processes rather than basing on intuition

Provides unambiguous and thoughtful feedback to colleagues where needed

4. Respect and value difference

Actively seeks, listens to, and incorporates contributions and opinions of others, ensuring they feel heard and valued

Understands and values the unique contribution of team members

Works to build trust with team members and challenge any out-groups/cliques

Develops greater awareness of personal biases, through feedback and reflection

5. Leveraging diversity to drive productivity, creativity & innovation

Understands and can articulate the commercial and moral case for inclusion and the relationship to business objectives

Takes responsibility for embedding inclusion into own areas of responsibility

Encourages debate and challenge

Consistently acts as a team player and collaborates with colleagues

Is open to adopting divergent thinking and problem solving that challenges the status quo, supports innovation and drives business priorities

Seeks out opportunities to work with diverse people

Sponsors, or mentors, colleagues from other backgrounds to support them with career aspirations and learn from their experiences (e.g. reverse mentoring)

Role models flexibility and adaptability and engages and empowers others to be resilient and agile in changing circumstances

The results of the self-assessments were amalgamated to provide combined average scores for the staff team and board members. These scores along with the data in Appendix 1 are shared with staff and trustees, allowing the whole organisation to acknowledge where we may have particular strengths or areas where there are gaps which we may want to focus on as part of our ongoing EDI work.

The table below shows the combined average scores along with range for the lowest and highest individual scores from staff and board members.

	Board combined average responses	Staff combined average responses		The range for Board responses	The range for Staff responses
Authenticity and humanness	8.44 (2024 = 8.52) (2023 = 8.44)	7.72 (2024 = 7.78) (2023 = 6.94)		6.8 - 10 Range = 3.2 (2024 = 7.6 - 9.6)	6.6 - 8.6 Range = 2 (2024 = 5.6 - 8.6)
Courage	7 (2024 = 8.15) (2023 = 8.1)	6.75 (2024 = 6.92) (2023 = 5.27)		7.0 - 9.5 Range = 2.5 (2024 = 6.5 - 10)	4.25 - 8.5 Range = 4.25 (2024 = 4.0 - 8.5)
Transparency and clarity	8.23 (2024 = 8.33) (2023 = 8.47)	7.34 (2024 = 7.63) (2023 = 6.87)		6.0 - 10 Range = 4 (2024 = 6.7 - 10)	5.33 - 8.33 Range = 3 (2024 = 5.6 - 8.6)
Respect and value difference	8.37 (2024 = 8.37) (2023 = 8.7)	7.36 (2024 = 8.11) (2023 = 6.65)		5.75 - 10 Range = 4.25 (2024 = 6.0 - 10)	6.0 - 8.25 Range = 2.25 (2024 = 5.5 - 10)
Leveraging diversity to drive productivity, creativity & innovation	7.82 (2024 = 8.24) (2023 = 8.43)	6.5 (2024 = 7.01) (2023 = 5.52)		6.0 - 10 Range = 4 (2024 = 6.6 - 9.6)	5.25 - 8.1 Range = 2.85 (2024 = 5.5 - 8.62)

Headline information from the self-assessment results:

- All board scores are equal or lower to both previous years*
- All staff scores are lower than last year but still above baseline scores in 2023
- Courage and leveraging diversity categories still remain the lowest scoring for both board and staff
- Authenticity and humanness score highest for both board and staff
- Range of scores for board have increased slightly from last year apart from Courage
- Range of scores for staff have all decreased from last year or stayed the same

*there have been changes in board membership since 2024 completion