



DIVERSITY ACTION PLAN

2018 – 2022

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ABOUT US

Energize is the County Sports Partnership for Shropshire, Telford & Wrekin. As such it provides strategic leadership and operational guidance and support for the development of physical activity and sport across the area. Initially established as a business unit within one of the local authorities Energize has been a Company Limited by Guarantee with Charitable status since the summer of 2012. Currently with offices in University Centre Shrewsbury Energize operates within and across the local authority boundaries for Telford & Wrekin and Shropshire. Energize is not a membership organisation but rather works closely with a number of partner stakeholders to plan and deliver improved opportunities for people to take part and volunteer in physical activity and sport. As an enabling organisation Energize aspires to encourage an environment where there are opportunities for all whilst also demonstrating a commitment to diversity and inclusion within its own structures and workings too. Energize was awarded the Foundation level of the Equality Standard for Sport in 2013 and has maintained implementation of activity at least at this level since this time.

OUR MISSION

Improving Lives using the power of physical activity and sport

OUR AMBITION

Our ambition is to reduce inactivity and begin to address the participation inequalities that exist in our communities.

OUR VALUES

- Considerate - our aim is to listen first, to try and understand and to appreciate the circumstances of both the beneficiaries and the partners we work with
- Innovative - we try to offer new perspectives and new ways of working - using our networks and experience
- Empowering - we aim to help to develop the skills of the people we work with so they have less reliance on us or others and ultimately can be more sustainable in the future
- Professional - we care about the work we do and the people we work with - if we say we are going to do something we always aim to deliver to the highest standard.

Messages from Our Board

Energize Shropshire & Telford & Wrekin is strongly committed to providing high quality, equitable and accessible services with due regard to the elimination of discrimination, the promotion of equality opportunity and the fostering of good relations between people who have a protected characteristic and those who do not.

With this in mind it is our aim to ensure we place people at the heart of our organisation and of the services we provide. We believe that every individual has the right to be respected, valued and empowered within an environment that is the very best we can provide for each person on every occasion.

The Board of Trustees and the wider team is currently giving due consideration to issues of Equality, Diversity and Inclusivity to ensure the development of our strategy and implementation plan is proportionate to the possible level of disadvantage experienced by different communities including those with different protected characteristics. The strategy and implementation plan intends to meet this through ensuring the services it delivers are tailored to its customers' needs are fully accessible and that our staff will be engaged and supported by fair employment and good work, that attracts, retains and develops the best talent from across society.

David Sherratt

Chair

Trustee/Board Equality, Diversity and Inclusivity Champion

Statement

I am delighted to be given the opportunity to undertake this role on with the support of the Board of Trustees and the wider Organisation. I strongly believe that the proactive approach taken by the Board to identify a board level Champion for Equality, Diversity and Inclusivity reflects the commitment of the organisation to develop and implement a robust strategy. To ensure equality, diversity and inclusivity continues to be an integral part of both its ethos and core business.

The role will champion the work undertaken by the both the organisation and its partner organisations to ensure the following principles:

'Strengthening our Commitment to Equality, Diversity and Inclusivity'

The Board and Staff are committed to building a positive culture that recognises, respects and embraces, Equality Diversity and Inclusivity through ensuring opportunity, access and fair treatment so that everyone has the chance to flourish.

We will not tolerate the discrimination of anyone and aim to continue to strengthen our focus on ensuring an inclusive environment through our commitment to:

1. Recruit and engage people with appropriate diversity, independence, skills experience and knowledge to take effective decisions.
2. Demonstrate a strong and public commitment to ensuring a minimum of 30% of each gender and strive for gender parity at Board/Trustee level.
3. Demonstrate a strong and public commitment to ensuring greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity and disability.
4. Make informed decisions that:
 - a. Listen to and are focused on addressing the needs of all customers in diverse communities,
 - b. Realise our aspiration to work with a growing diverse population,
 - c. Respect peoples different needs , situations goals
 - d. Establish freedom and removing barriers that limit what people can do.

Linda Izquierdo

Board Champion for Equality, Diversity and Inclusivity

Recruitment		Code for Sports Governance				
How the organisation will attract an increasingly diverse range of candidates	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LG&T and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Objective: Recruit and engage people with appropriate diversity, independence, skills experience and knowledge to take effective decisions.	✓			✓	✓	✓
Priorities	Actions			Person(s) Responsible	Completion Date	
Short Term:	<p>Refresh 2013 anonymous audit of protected characteristics for Energize Board, Senior Management Team, Staff and Volunteers.</p> <p>Analyse equality data from recent recruitment.</p> <p>Review the data (inc that from recent staff recruitments – last 6 weeks) with a view to identifying priority areas for improvement in the medium term</p> <p>Publish findings along with identified priorities for medium term (on website)</p>			<p>Laura</p> <p>Linda & Laura</p> <p>Linda & Laura</p> <p>Chris & PIO Officer</p>	<p>End of June 18</p> <p>July 18</p> <p>July 18</p> <p>September 18</p>	

<p>Medium Term:</p>	<p>Gain board and organisation wide support for the priorities and actions</p> <p>Refresh diversity action plan with new priority areas and actions</p> <p>Establish regular process of monitoring and reporting against this priority which aligns to recruiting timetable.</p> <p>Ensure that our future recruitment practices align with priority audiences and the needs of the new strategy and the latest legislation</p> <p>Review with Local Authorities their representation on the Board and the process by which they appoint either trustees or observers so that Energize is better able to identify appropriate skills and diversity of representation</p>	<p>Chris & Linda</p> <p>Chris, Linda & Laura</p> <p>Chris, Linda & Laura</p> <p>Chris, Linda & Board</p> <p>Chair & Chris</p>	<p>End of November 18</p> <p>March 19</p> <p>March 19</p> <p>March 19</p> <p>March to November 18</p>
<p>Long Term:</p>	<p>Ensure that our future recruitment practices align with priority audiences and the needs of the new strategy and latest legislation.</p>	<p>Chris, Linda and Board</p>	<p>Summer 21</p>

<h2>Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
<p>Objective: Make informed decisions that:</p> <p>a. Listen to and are focused on addressing the needs of Energize priority audiences across Shropshire, Telford & Wrekin.</p> <p>b. Realise our aspiration to work with a more diverse population, which then helps to address inequalities in participation.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LG&T and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1</p>	<p>The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2</p>
Priorities	Actions			Person(s) Responsible	Completion Date	
		✓	✓		✓	✓

<p>Short Term:</p>	<p>Review and update Energize 2013 communication audit from Equality Standard for Sport</p> <p>Draft a stakeholder engagement plan (which includes consideration of co-production methods) that references and engages key priority audiences; Independence in Later Life, Actively Ageing Well, Stabilising Young Lives, Building Active Families. And use the</p>	<p>Laura and new Marketing</p> <p>Laura and new Marketing</p>	<p>July 18</p> <p>July 18</p>
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	<p>communication channels and stakeholders as mechanisms to promote future Board recruitment opportunities and advertisements.</p> <p>Wider determinants need to be considered within engagement plan to make most relevant. Eg 'poorer single Mum's, 'isolated' older people so that the engagement is most relevant to inequalities in provision. Register and document process and results.</p>	Chris / Laura – and team	From May 2018
Medium Term:	<p>Review Energize's organisational decision making processes and policies using the CSP Network effective decision making template to ensure views of customers are represented at all levels.</p> <p>Ask our suitable 'established expert by experience group' (inc Young Health Champions and potentially stakeholders like Care workers) to review our recruitment practices for e.g. volunteers to ensure we are effective in attracting a more diverse background.</p>	<p>Chris</p> <p>Linda</p>	<p>September 18</p> <p>December 2018</p>
Long Term:	<p>Review and refine Energize priority audiences and future engagement strategies</p> <p>Ensure that our future communication practices align with priority audiences and the needs of the new strategy and latest legislation</p>	Board	<p>New Year 2021</p> <p>Summer 21</p>

Progressing talent from Within		Code for Sports Governance				
<p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally/(including but not limited to BAME; disability, LGB&T and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1</p>	<p>The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified</p>
	<p>Objective: Make informed decisions that:</p> <p>c. Respect peoples different needs, situations goals</p> <p>d. Establish freedom and removing barriers that limit what people can do.</p>					
Priorities	Actions		Person(s) Responsible		Completion Date	
<p>Short Term:</p>	<p>Establish a system for developing and recording a virtual reference group 'Expert by Experience', to work with the organisation on a voluntary basis on relevant projects for both the Energize team and Board to engage and consult with for the future understanding and to meet the needs and desires of our diverse customers</p> <p>Refresh and review the Board Champion role for Diversity and Inclusion and develop, agree and implement new terms of reference</p>		<p>Chris</p> <p>Chris & Linda</p>		<p>End of May 18</p> <p>End of June 18</p>	

	Ensure diversity is fully considered within Energize workforce plans – both in terms of insight and understanding and approaches to deliver more 'people like me' in the workforce.	Ben & Chris	April 18
Medium Term:	<p>Populate and grow the 'Expert by Experience' groups as detailed above.</p> <p>Explore mentoring and shadowing opportunities linked to the 'Expert by Experience group' to grow future leadership and board members (perhaps as Board Observers for example) from diverse backgrounds. See related action within medium term engagement section which we hope would provide a potential pipeline to the Board. Also to allow team members to undertake personal development through wider health and social care for example</p>	<p>Chris</p> <p>Linda</p>	<p>November 18</p> <p>April 18</p>
Long Term:	<p>Ensure that our future practices align with priority audiences and the needs of the new strategy and latest legislation</p> <p>Continue our existing and develop new relationships with adult learning organisations.</p> <p>Our sub committees have representation from the 'Expert by Experience' group or staff we can develop from within.</p>	<p>Board</p> <p>SMT</p> <p>Chair / Linda</p>	<p>Summer 21</p> <p>Ongoing</p> <p>Ongoing</p>

Key Questions

How does this feed into our broader governance plan?

This plan directly links into Energize plan to meet standards for UK Governance Code for Sport and particularly the following elements
'People' – particularly considering recruitment and development
'Communication' – particularly commitment and progress against diversity ambitions
'Standards' – particularly commitment to improvement and rigorous review

Who are the key people responsible for the delivery of this plan?

Chris Child (CEO), Laura Kerrigan – overseen by Linda Izquierdo (Trustee Champion for Equality & Diversity)

The Diversity Action Plan will be reviewed at Energize People Sub Committee which meets twice a year and then progress and areas for improvement / update will also be reported to full Board annually

How will we measure overall success?

Ultimately Energize would intend to measure success by way of impact. I.e measurable changes in engagement with different audiences and protected groups. Through our strategy and operations – which are monitored by a Board sub committee and also through associated changes across other independent surveys like Active Lives.

We have also started to create a data set to provide a baseline against which we can measure future progress – this includes details of;- this includes details of –

Board, Staff (and senior management), Volunteers and Stakeholder perceptions related to diversity and inclusion

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

As mentioned above this plan directly links into Energize plan to meet standards for UK Governance Code for Sport.
The plan is also intended to support Energize continued achievement and progress against the Equality Standards for Sport (currently achieved Foundation Level)
The plan also cross references to Energize work with English Federation of Disability Sport and an improvement plan which has been developed with their support.