



## Introduction

Active Partners Trust (APT) is the new umbrella organisation bringing together the traditional County Sports Partnerships in Derbyshire (Derbyshire Sport) and Nottinghamshire (Sport Nottinghamshire). It is a company limited by guarantee and has applied to be a registered charity. It registered with Companies House July 2017 and became fully operational towards the end of 2017 when the core team and new Board were in place.

As the first chair of APT, I am proud of our commitment to diversity and equity across all that we do: our strategic planning, our programme delivery, our governance and our recruitment. As a new Board we reviewed and approved APT's Diversity and Equity Policy and this Implementation Plan at our Board meeting on 14 March 2018 and appointed a lead Diversity and Equity Board member. The lead Board member will support and challenge the core team to deliver this Implementation Plan and will regularly report back to the Board on progress. However this Implementation Plan is just part of the story. It sits alongside APT's annual Delivery Plan which lists 'creating equality in participation of priority groups' as one of our three strategic priorities.

As a starting point, we have reviewed and published our diversity audit baselines for the core team and Board. This will be repeated, and results published annually. We have reviewed the Active Lives participation data for our target groups and will publish target group insight packs early 2019 and hope to follow these up with a series of workshops for partners. As a Board we will annually review and publish a progress report for the Implementation Action Plan and have included KPIs in our balanced scorecard relating to the diversity of the core team and target group participation rates. Progress against the balanced scorecard KPIs will be reviewed by the Board every six months. The APT Board is committed to regularly review its membership, skills, knowledge, effectiveness and composition to ensure that we are best placed to make the best decisions possible to achieve our vision of making physical activity, including sport, the norm for people who live, study and work in our communities.

Stephen Jackson

Active Partners Trust Chair  
August 2018



## **Diversity and Equity Implementation Plan - Statement of Intent - Agreed by the Active Partners Trust Board 14/03/18**

Active Partners Trust wishes to act as an exemplar for diversity and equity within its sphere of influence. In doing so, APT commits to promoting good equitable practice within APT and with partners.

APT is committed to progressing towards achieving gender parity and greater diversity generally on its Board, including but not limited to, Black, Asian, minority ethnic (BAME) diversity and disability.

APT will ensure that responsibility and accountability for diversity and equity is placed firmly at the most senior level within the organisation (the Chair of the Board and the Chief Executive Officer) and delivery is the responsibility of all employees, volunteers and partners.

APT will ensure that no job applicant, Board Director, employee, volunteer, partner, participant, carer or spectator at an APT event, receives less favourable treatment.

APT will take positive action through advocacy, training and mentoring to achieve a workforce and a governance structure that is representative of the populations in Derbyshire and Nottinghamshire.

APT will ensure that its employees, Board Directors, volunteers, partners, participants, carers and spectators are able to conduct their APT related activities free from harassment or intimidation. Appropriate HR policies and procedures will be in place to support this.

APT's stated strategic priority is to address inequity in activity levels in certain priority groups. The identification of the priority groups will be based on up to date insight, which will be reviewed on a regular basis. APT's people and financial resources will be focused on these priority groups.

APT will regularly review and report on participation rates of priority groups and set targets where feasible.

APT will consult with expert and/or representative organisations to ensure that APT's activities are based on current insight and good practice.

APT will take positive action to ensure PA services and programmes are appropriate and accessible to every individual in Derbyshire and Nottinghamshire.

APT will ensure that its Safeguarding policy, procedures, guidance and training help the core team recognise the additional vulnerability of some children and adults at risk and the extra barriers they face due to e.g. race, sex, disability etc.

APT will deliver on this policy by building diversity and equity into all aspects of its work. All reasonable steps will be taken to ensure that employees, volunteers and partner organisations support this policy.

## Active Partners Trust Diversity & Equity Plan - April 2018

Short, Medium, Long term	Action	How we will do it	Measure of Success	Lead	Timescales	Funding required	State of Play
<b>Governance - we want a diverse, knowledgeable and skilled Board, understanding and reflecting the communities in which we operate.</b>							
<b>1 Recruitment</b>							
Short term	1.1	Review diversity break down of current Board Directors to set benchmarks, and agree priorities and targets based on gaps and target groups identified in APT strategic plans	Complete <b>annual</b> audit Review results at Board meeting	Diversity audit completed by 100% Board members Results and targets published on APT website Diversity & Equity Policy published on website Diversity & Equity Action Plan published on website	MB	30/06/18	Diversity Audit sent out to Board Directors 05/18. Approved policy published on APT website 04/18 Draft action plan published on APT website 04/18 Outstanding audit returns chased up 06/18 Result of Board audit still to be published - by 09/18 Next audit to be completed April 2019
Short term	1.2	APT Board member induction to include most up to date Diversity and Equity Policy, Action Plan and Diversity Audit form.	Update Induction checklist Create Board induction pages in APT website	Induction checklist updated Board induction pages on APT website created and new web link shared with all existing and new Board and Panel members	MB	30/09/18	01/07/18 Induction checklist revised.
Short term	1.3	Achieve and maintain the required gender balance and diversity recommendations for Active Notts Panel to reflect the priorities identified in the priority places including people from lower socio-economic groups and disabled people.	To fill 5 resident Non Director vacancies: Review diversity audit results against skills matrix and audit. Advertise vacancies on specialised websites/ publications. Working with wider networks, identify individuals who may meet the requirements and support them to apply.	At least 3 Directors are the minority gender	KRC	30/09/18	01/07/18 Gender split of 7 panel members is 4 females (57%), 3 males (43%)
Short term	1.4	Board and Panel member recruitment documentation to include the APT Diversity statement of intent and to address particular gaps identified through the annual audit.	At start of recruitment process, review recruitment documentation in light of latest audit Target advertising/promotion of vacancies to meet identified gaps in Board composition. Continue to advertise all Board and Panel vacancies on Sporting Equals, EFDS and UK Sport websites as well as through relevant community groups. Monitor responses to 'how did you hear of this vacancy'.	Revised pack used for future recruitment	MB	30/09/18	01/07/18 Recruitment materials to be revised for next appointments
Medium term	1.5	Achieve and maintain the required gender balance and diversity recommendations for APT Board	To fill 3 existing vacancies: Review diversity audit results against skills matrix and audit. Advertise vacancies on specialised websites/ publications. Working with wider networks, identify individuals who may meet the requirements and support them to apply.	At least 3 Directors are the minority gender	IF	31/03/19	01/07/18 Gender split of 7 Board Directors is 2 male (28.5%), 5 female (71.5%)

Medium term	1.6	Achieve and maintain the required gender balance and diversity recommendations for Active Derbyshire Panel to reflect the county priorities of : women and girls, young people, people from lower socio-economic groups and disabled people	To fill 4 resident Non Director vacancies: Review diversity audit results against skills matrix and audit. Advertise vacancies on specialised websites/ publications. Working with wider networks, identify individuals who may meet the requirements and support them to apply.	At least 3 Directors are the minority gender	SB	31/03/19		01/07/18 Gender split of 7 panel members is 5 females (71%), 2 males (29%). 2 places still to be filled
<b>2 Engagement</b>								
Short term	2.1	Board agenda and minutes published on APT website		Agendas published within 1 month of the meeting date. Approved minutes published within 1 month of the date of approval	MB	30/06/2018		01/07/18 Most recent agenda and approved minutes on website
Short term	2.2	Appoint a Board member with lead responsibility for Diversity and Equity	Review Board member skills matrix to identify most suitable Board member to take on the role.	Board member appointed 6 monthly meetings held with Board member to review progress against Diversity and Equity Action plan Board member appointment to be reviewed on annual basis	IF	30/06/2018		01/07/18 Diversity lead Board member appointed at Board meeting on 14/03/18. Introductory planning meeting held with Board member 08/06/18 6 monthly action plan review meeting to take place Sept/Oct 2018
Medium term	2.3	Annually review progress against Diversity and Equity Action Plan at full Board meeting.	Annual progress report against action plan produced for Board and time for discussion allocated on agenda. Include section on Board diversity as part of Board effectiveness annual self assessment.	Over 80% of actions completed by target date in action plan. Positive trends identified through annual self assessment and actions fed into revised action plan	MB	31/03/2019		01/07/18 Diversity and Equity Action Plan revised. Board annual self assessment form to be produced.
Medium term	2.4	Raise the awareness of the diversity agenda and inequities in participation of existing Board members to allow them to make better decisions on the Board	Set up an 'unconscious bias' training session as part of an extended Board meeting. Identify further training needs on this agenda as part of this session Agree a plan/timetable to meet these training needs via additional Board training sessions, one to one support, shadowing.	Positive evaluation from Board members from unconscious bias training. Further training needs identified and outline programme/action plan agreed.	MB	31/03/2019	£1,000	01/07/18 Leads being followed up for unconscious bias training
<b>3 Progressing talent from within</b>								
Long term	3.1	Design a support package to develop potential Panel members and Board Directors from under-represented groups including mentoring, training, shadowing.	Core team to be aware of membership of Board and Panels and diversity gaps identified and how to nominate possible candidates Support package developed - cross referenced with Workforce development work and succession plan. Support package promoted on website, to partners and to specialised organisations/websites.	Support package published on website, promoted via social media and to wider partner network. X enquiries received from interested candidates.	MB	31/03/20	£1,000	

## Active Partners Trust Diversity & Equity Plan - April 2018

Action	How we will do it	Measure of Success	Lead	Timescales	Funding required	State of Play
<b>4 Core team - we want a diverse, knowledgeable and skilled core team, understanding and reflecting the communities in which we operate</b>						
4.1	Review diversity break down of current core team to set benchmark.	Complete baseline audit Results reviewed at Board meeting	Diversity audit completed by 100% core team members Results published on APT website Diversity & Equity Policy published on website Diversity & Equity Action Plan published on website	MB	30/06/18	
4.2	Actively promote new vacancies via organisations representing or supporting groups underrepresented within the core team and or working in targetted communities	Vacancies advertised on specialist websites: EFDS, Sporting Equals. Specialist organisations and community organisations tagged on social media. Strategic and Place Leads to identify new community organisations to advertise vacancies with	Responses to 'How did you hear of vacancy' question analysed, baseline set. Number of applications via promotion through specialist or community groups increased.	RF/KC	30/06/18	4 current vacancies promoted on EDFs and Sporting Equals website. 'How did you hear of vacancy' question added to application form
4.3	Target future volunteer placements/intern opportunities to individuals who are under-represented in core team to provide individual with development opportunities and to provide learning to core team members.	Assess on spec applications received against results of core time diversity audit. Where placement/intern opportunity identified, widen recruitment beyond universities to community organisations working in priority places/communities to promote and identify potential candidates.	Impact on individual evaluated through placement. Impact on core team evaluated through placement.	MB/HD	31/03/19	
4.4	Equity/diversity core training session(s) set up focusing on priority groups in strategies/priority places	Generic equity whole team training set up. More specific sessions arranged to address common issues/themes identified by Strategic and Place leads from work in their target communities and groups. Annual systems change training programme set up for core team with CST to develop skills required to work in target communities including relationship building, reflective practice, unconscious bias, influencing and enabling. Core team all to participate in 2 EFDS LEAD sessions to understand needs of and how to effectively engage with disabled people.	Positive evaluations from core team on training sessions set up. Core team reporting feeling more knowledgeable and confident talking to or about specific under-represented groups as measured as part of annual performance review.	MB/HD	31/03/2019	Training covered in core training budget
<b>5 Influencing the system - we want to identify inequity where it exists (delivery and strategic) and work with partners to to address, taking the right positive action</b>						
5.1	Ensure Sport England funded programmes are planted in target communities and or places as a means to encourage participation of under-represented groups	Agree appropriate activities and participation targets for under-represented groups. Report participation levels to the Board on annual basis - School Games, Satellite Clubs.	Activities provided as part of School Games and Satellite Club programme more diverse and better the needs of our target communities.	NJ/HD	30/06/18	
5.2	Performance monitoring framework presented to the Board to include comparative participation rates for target communities and targets where appropriate	Performance monitoring framework and KPIs agreed by Board	Reports presented to Board at least every 6 months. Full report published on website on annual basis	MB	30/09/18	

Date of analysis

31/07/2018

APT Core Team Diversity Audit

	employed	temp	total
<b>Number of current employees</b>	19	1	20

<b>Number of returned forms to date</b>	18
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Gender identity		
No response	Female	Male
1	13	4
%	%	%
5.6	72.2	22.2

Age	
No response	Age
	37
	58
	39
	45
	33
	34
	39
	43
	55
	41
	38
	60
	30
	37
	31
	30
	54
	35
Average	41.1
Median	38.5

Limiting illness or disability			
No response	No	Yes	Details
	16		
			Long term pain
			Mobility
			Mental Health
			Breathing
		1	Hearing
			Speech
		1	Chronic health cond.
			Dexterity
			Visual
			Memory
			Learning
			Behavioural
			Other
			No disclosure
%	%	%	
0.0	88.9	11.1	

Ethnic Origin		
No response	Number	Details
	18	White British
		White Irish
		White Other
		Black/Black British/Caribbean
		Black/Black British/African
		Black Other
		Asian/Asian British/Bangladeshi
		Asian/Asian British/Indian
		Asian/Asian British/Pakistani
		Chinese
		Asian Other
		Mixed/White&Black/Caribbean
		Mixed/White&Black/Asian
		Mixed Other
%	%	
0.0	100.0	

Religion		
No response	Number	Details
	7	No religion
		Buddhist
	11	Christian
		Hindu
		Jewish
		Muslim
		Sikh
		Other
		No disclosure
%	%	
0.0	38.9	No religion
	61.1	Christian

Nationality		
No response	Number	Details
	17	British
	1	English
%	%	
0.0	94.4	British
	5.6	English

<b>Sexual Orientation</b>		
No response	Number	Details
	16	Straight/Heterosexual
		Bisexual
	2	Gay/Lesbian
		Self describe
		No disclosure
%	%	
0.0	88.9	Straight/Heterosexual
	11.1	Gay/Lesbian

<b>Marital Status</b>		
No response	Number	Details
	9	Single
		Widowed
	8	Married/Civil Partnership
	1	Separated/Divorced
		No disclosure
%	%	
0.0	50.0	Single
	44.4	Married/Civil Partnership
	5.6	Separated/Divorced

Date of analysis

30/07/2018

APT Board Diversity Audit

Number of current Board members

7

Number of returned forms to date

5

Gender identity		
No response	Female	Male
2	2	1
%	%	%
40.0	40.0	20.0

Age	
No response	Age
2	
1	55
1	49
1	64
Average	56.0
Median	55

Limiting illness or disability			
No response	No	Yes	Details
	5		
			Long term pain
			Mobility
			Mental Health
			Breathing
			Hearing
			Speech
			Chronic health cond.
			Dexterity
			Visual
			Memory
			Learning
			Behavioural
			Other
			No disclosure
%	%	%	
0.0	100.0	0.0	

Ethnic Origin		
No response	Number	Details
	5	White British
		White Irish
		White Other
		Black/Black British/Caribbean
		Black/Black British/African
		Black Ot
		Asian/Asian British/Bangladeshi
		Asian/Asian British/Indian
		Asian/Asian British/Pakistani
		Chinese
		Asian Other
		Mixed/White&Black/Carribbean
		Mixed/White&Black/Asian
		Mixed Other
%	%	
0.0	71.4	

Religion		
No response	Number	Details
	3	No religion
		Buddhist
	2	Christian
		Hindu
		Jewish
		Muslim
		Sikh
		Other
		No disclosure
%	%	
0.0	60.0	No religion
	40.0	Christian

Nationality		
No response	Number	Details
	2	
		3 British
%	%	%
40.0	60.0	0.0

**Sexual Orientation**

No response	Number	Details
	1	4 Straight/Heterosexual
		Bisexual
		Gay/Lesbian
		Self describe
		No disclosure
%	%	
20.0	80.0	Straight/Heterosexual

**Marital Status**

No response	Number	Details
		1 Single
		1 Widowed
	3	Married/Civil Partnership
		Separated/Divorced
		No disclosure
%	%	
0.0	20.0	Single
	20.0	Widowed
	60.0	Married/Civil Partnership