DIVERSITY ACTION PLAN
2018 – 2021

Version 10 April 2018
ABOUT US

Active Surrey, the County Sports Partnership (CSP) for Surrey, has been running very successfully since it was set up in 1999 by Sport England and local partners as a not-for-profit organisation.

Hosted by Surrey County Council, the Partnership aspires to be an open, inclusive, cross sector, multi-agency partnership involving all those with an involvement or interest in the development of sport and physical activity.

Evidence shows that active people live more enriched lives and are healthier, happier and more prosperous. The Surrey Physical Activity Strategy, published in June 2015, sets out our county’s ambition to 2020, namely for Surrey to be the most active county in England. This will be achieved by partners from a wide range of sectors working on a whole-system approach to increase participation rates in the whole population, but with particular focus on targeting inactivity in under-represented groups, thus reducing health inequalities.

As the local lead agency for physical activity and sport, Active Surrey has a key role in ensuring this happens. Our 2017-21 strategy will provide a clear road map for the organisation for the next four years. We will make evidence-based decisions and focus our efforts on making a real difference to the lives of local residents.

Active Surrey consists of a number of levels:

- The **Active Surrey Board** which provides governance of the CSP.
- The **Active Surrey Team** - the core and project delivery staff.
- There are currently over 35 funding partners, and many more stakeholders/organisations supporting our work through the advisory **Active Surrey Partners Forum** and strategic working groups.

You can find out more about each level on our website: [http://www.activesurrey.com/about-us](http://www.activesurrey.com/about-us)

Active Surrey has achieved the Foundation level of the Equality Standard, as well as the Advanced level of the Safeguarding Standard.

Our ambition is to not only support and enable Surrey’s diverse population of 1.2m residents to be more active, but also that our Board, staff team and stakeholder groups reflect our diverse population. This Diversity Action Plan will help us achieve this.

OUR MISSION, VISION AND VALUES

Our mission is to influence, enable and develop physical activity and sport in Surrey in an innovative, inspiring and impactful way to achieve our vision that Surrey is the most active county in England.

We are committed to making a positive difference through our values. They reflect what the Partnership staff and Board believe in and see as truly important; and how we want others to judge our behaviours as we deliver our vision.

- **Enterprise**: Resourceful and innovative in our search for new opportunities.
- **Passion**: A genuine belief that sport and physical activity can improve a person’s life.
- **Integrity**: Accountable for our actions and operating with honesty and fairness.
- **Excellence**: Performing to the highest standards.
Message from Our Chair

Our mission is to influence, enable and develop physical activity and sport in Surrey in an innovative, inspiring and impactful way to achieve our vision that Surrey is the most active county in England.

As part of our work, we develop and deliver a number of programmes and actively engage a wide spectrum of partners and stakeholders to encourage diversity and inclusion in sport and physical activity. As such, the Board and I place great emphasis on ensuring that the organisation reflects diversity in its broadest sense.

With this in mind, Active Surrey do not pursue diversity for the sake of it or to achieve a ‘tick-box’ result; we advocate diversity to make a shift in thinking of sport and physical activity partners across the county. As a result of this Active Surrey wants its Board and Executive Team to reflect the population they serve and to ensure it considers all aspects of society when we make decisions about the allocation of resources.

We are committed to building a culture that respects and embraces diversity and inclusion, believing that these values are critical to creating a sustainable, high performing organisation as well as enabling it to engage with as many stakeholders as possible.

In addition, Active Surrey is committed to having no less than one third of the Board from either gender and welcomes from all members of society without prejudice to age, sexual orientation, disability, gender, religion or race. We will ensure any board vacancies receive the widest possible coverage to guarantee that opportunities are seen and available to all.

The attached plan outlines Active Surrey’s diversity action plan for 2018-2021. It includes commitments to review a number of practices, policies and procedures across the organisation, as well as a strengthening of equality, diversity and inclusion across all levels of governance.

Steven Day
Chair, Active Surrey
# Recruitment

How the organisation will attract an increasingly diverse range of candidates

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<tr>
<th>Priorities</th>
<th>Actions</th>
<th>Responsibility</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>1.1 Profile the current Board Members</td>
<td>Maintain an accurate skills and knowledge assessment of the capabilities of the Board and review on an annual basis in line with the strategic priorities of the organisation to support success. Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on the Board, as stated within the Board’s Terms of Reference.</td>
<td>Board &amp; Executive</td>
<td>March 2018 (review annually)</td>
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<tr>
<td>1.2 Create a recruitment process that is attractive to people from all backgrounds and communities and Increase the diversity of candidates for positions</td>
<td>Review recruitment data/barriers/participation to improve the promotion of opportunities, as well as identify external partners to assist with diverse recruitment e.g. local minority groups and organisations.</td>
<td>Board &amp; Executive</td>
<td>Autumn 2018 – linked to training* listed in table 3</td>
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<td>1.3 At the recruitment stage, potential applicants will be made aware of our commitment to equality and diversity, particularly emphasising the behaviour expected of them</td>
<td>Review our existing Equality &amp; Diversity Policy to verify: 1. It supports the delivery of our 2018-2021 diversity aims. 2. It is compliant with existing legislation. 3. It is integrated into our recruitment practices and processes.</td>
<td>Board &amp; Executive</td>
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<tr>
<td>1.4 Assess and strive for an appropriate balance of gender, ethnic minorities &amp; disabled people on the Board &amp; Executive.</td>
<td>Source appointments from a balanced talent pool of internal/external candidates from all backgrounds and cultures.</td>
<td>Board &amp; Executive</td>
<td>Spring 2019</td>
</tr>
<tr>
<td>1.5 In consultation with Surrey County Council, identify areas to improve the process of Board nominations, identifying and promoting skills and diversity inclusion for effective Board operation.</td>
<td>Work with Surrey County Council to support a wider understanding of Board nominations, skills requirements and overall diversity for organisational success.</td>
<td>Board &amp; Executive</td>
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*The board shall ensure the organisation publishes on its website information (approved by the Board) including an annual report on progress against actions identified in Req 2.2.
## Engagement

Ensuring that your organisation’s commitment to diversity is communicated through internal practices and externally

### Code for Sports Governance

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<tr>
<td>2.1</td>
<td>Agree, adopt and effectively communicate the Diversity action plan.</td>
<td>Board members to review, amend where necessary and agree the action plan for Board Diversity. AS to publish the action plan on the organisations’ website and promote through the appropriate channels/ mediums.</td>
<td>Board &amp; Executive</td>
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<tr>
<td>2.2</td>
<td>Incorporate inclusion into our face to face engagement with all key stakeholders to develop an understanding, acceptance and appreciation of the advantages of a diverse organisation.</td>
<td>Develop a set of 1-2-3 steps to be applied so that all individuals respect and feel: 1. Included 2. Welcomed 3. Valued. Incorporate the commitment promise from our Chair within the steps to emphasise the magnitude of our dedication to embracing inclusion. Underpin this message with a pledge that all staff will act as ambassadors in their engagement dealings with partners and third parties.</td>
<td>Board &amp; Executive</td>
</tr>
<tr>
<td>2.3</td>
<td>Promote our commitment to diversity and inclusion when engaging wider stakeholders, and encourage, wherever necessary, a commitment to adopt the key principles.</td>
<td>We expect all key stakeholders to have their own Equality and Diversity Policies and, where they don’t, we will support them in developing one. We will promote and seek that all partners will commit to the principles embodied in this document by supporting the work of the partnership and delivery agreements they enter into.</td>
<td>Board &amp; Executive</td>
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<td>2.4</td>
<td>Demonstrate the impact of a diversity-focused, inclusive approach.</td>
<td>Highlight good practice and use this to promote the benefits of the approach and ways of working.</td>
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## Progressing talent from Within

A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.

### 3. Objective: Adopting management practices that embrace, support and promote aspirational levels of diversity and inclusion within our organisation (beyond legislative demands) through the development of a diversity-focused succession plan.

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<td>3.1 Comply with the Code for Sports Governance and continue to promote diversity of the Board composition.</td>
<td>Complete the minimum requirements for compliance with the Code and continue to promote diversity of the Board alongside identification of skills needed.</td>
<td>Board &amp; Executive</td>
<td>March 2018 (review annually)</td>
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<td>3.2 Board and Senior Executives to be trained in the benefits of greater diversity in the composition of decision-makers.</td>
<td>Board and Senior Executives to receive training* on equality and diversity issues; to raise awareness of the benefits of diversity, and assist with embedding these learnings into day to day operations across the organisation. Encourage diversity &amp; inclusion through our corporate messaging including and promoting where applicable our support of: avoidance of unconscious bias; imagery, wording and language; company policies and process guidance documents; office aesthetics; dress codes; consideration for religious prayer and fasting; wheelchair access; partially sighted, deaf etc.</td>
<td>Board &amp; Executive</td>
<td>Autumn 2018 Factor in training requirements from 2019 onwards</td>
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<tr>
<td>3.3 Create a succession plan for the Board.</td>
<td>Create and maintain a succession plan for the Board ensuring appropriate skills identification is understood and actioned. Maintain diversity and inclusion balances that embed an understanding and awareness of the importance and benefits of diversity and inclusion in organisations like ourselves.</td>
<td>Board &amp; Executive</td>
<td>Spring 2019</td>
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Key Questions

How does this feed into our broader governance plan?

Our ongoing mission and the ability for us to achieve our objectives is directly linked to the ability of the organisation to have resilient and transparent governance, coupled with a broad, diverse and wide ranging skill set within our Board and that of the Executive Team. This is a critical aspect of our governance plan, to ensure that the Board and the wider organisation are fully engaged and compliant with the governance code.

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

Our Board and Executive Team are the key people responsible for delivering our plan. However, it is also dependent upon the appetite and influence of our stakeholders to support changes which will increase our success and refine our ongoing objectives.

How will we measure overall success?

Our success can be measured through increased gender equality and overall diversity on the Board. Ensuring the rights skills and requirements, together with inclusion and diversity are key considerations when appointing the Board, which will be reviewed as part of the annual Board evaluation. Longer term, diversity within the Active Surrey Board and the wider Executive should lead to towards achieving our long-term mission to influence, enable and develop physical activity and sport in Surrey in an innovative, inspiring and impactful way to achieve our vision that Surrey is the most active county in England.

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

We have already achieved the Foundation Level of the Equality Standard in Sport and have subsequently adopted the principles that are applied to the Sport England Governance Code. The Diversity action plan is a cornerstone to the Governance Code and is cross-referenced in our Governance Action Plan, which is linked to regular review periods.