

# Diversity & Inclusion Action Plan 2023-2027



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Westmorland  
& Furness  
Council



Active  
Partnerships

## About Us

Active Cumbria is the active partnership for Cumbria and is one of 42 such organisations in existence across the whole of England. Hosted within Cumbria County Council since our inception in 1999, and with the newly formed Cumberland Council as from April 2023 we have a strong track record of success in the delivery of national services and programmes on behalf of our principal funder Sport England.

Through the provision of leadership, expertise, insight, and connectivity, we also continue to support many local organisations to develop services to achieve a wide range of outcomes through increasing participation in physical activity and sport in communities across Cumbria.

We believe that physical activity and sport have a major role to play in improving the health and wellbeing of residents of Cumbria, and whilst we work across the whole geographical footprint of Cumbria, we work harder and have a more specific focus on the people and places where the greatest inequalities lie.

### Our Mission

Improving lives through physical activity.

### Our Vision

Everyone in Cumbria is enjoying an active lifestyle.

### Our Values

- Ambitious
- Collaborative
- Compassionate
- Empowering
- Innovative

## Our Commitment to Equality, Diversity, and Inclusion (ED&I)

Members of our Advisory Board and Staff at all levels of our organisation are fully committed to ensuring that we are champions in placing equality, diversity, and inclusion at the heart of everything we do.

We accept that we are on a learning journey about equality, diversity, and inclusion, and are fully committed to achieving greater diversity of experience, thought and background across our organisation, ensuring that our decisions and decision makers are more reflective of the population of Cumbria. We firmly believe that this approach will provide us with a better opportunity of realising the ambitions of our 5 Year Plan 2021-26 and our vision whereby 'everyone in Cumbria is enjoying an active lifestyle.'

To support the achievement of these ambitions, we have developed our Diversity and Inclusion Action Plan, which is reviewed at least annually by our Advisory Board, and which is publicly available on our website.

The aims of our Diversity and Inclusion Action Plan are to: -

- Demonstrate our collective commitment to ensuring greater equality, diversity, and inclusion across the organisation and in everything we do, showing leadership across the sector within the county on all ED&I issues.
- Provide a framework for us to ensure we are intentionally inclusive, providing equality, fairness and respect for all staff, Advisory Board members, and customers. And oppose and avoid all forms of unlawful discrimination.
- Provide a strong public commitment to equality, diversity, and inclusion, ensuring we do not unlawfully discriminate in line with the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including culture, heritage and identity), religion or belief, sex (gender) and sexual orientation.

To provide further focus to our work, we have developed the following three ambitions for Active Cumbria, each of which have several specific actions, which are detailed in the Action Plan section of this document: -

**Ambition 1:** Our people are truly reflective of the population of Cumbria.

**Ambition 2:** Our people talk confidently about, and are committed to equality, diversity, and inclusion.

**Ambition 3:** Our culture, practices and ways of working are inclusive.

To support the above ambitions, as an organisation we commit to: -

- Proactively encourage ED&I within the staff team and on the Advisory Board.
- Proactively seek to recruit staff and Advisory Board members from a diverse range of backgrounds, ensuring greater diversity of experiences and thought, and which are more reflective of the population of Cumbria.
- Proactively seek to recruit Advisory Board members who can provide access to or represent the views of people from a diverse range of backgrounds.
- Ensure that a minimum of 40% of both male and female gender is represented on the Advisory Board and publicly state the make-up of the Advisory Board on Active Cumbria's website.
- Monitor the make-up of the staff team and the Advisory Board regarding age, gender, ethnic background, sexual orientation, religion or belief, and disability, in encouraging equality and diversity, and in meeting the aims and commitments set out in this statement.
- Advocate with our host authority that their recruitment policy reflects the drive and ambitions of Active Cumbria and that it acknowledges the ED&I challenges around recruitment and interviewing.
- Make opportunities for relevant training and development available to all staff, Advisory Board members, and the wider physical activity and sport network to further raise awareness and understanding of equality issues.
- Continue to identify a Lead ED&I Officer from the Core Team and an ED&I Thematic Lead from the Advisory Board.
- Continue to facilitate an Internal Project Group to monitor ED&I practices and progress and achieve relevant standards where appropriate.
- Ensure all our engagements take place in an environment free of bullying, harassment, victimisation, and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all are recognised and valued.
- Monitor our progress against this action plan, reviewing it annually with our Advisory Board, and taking action to address any issues, and promoting these publicly via the Active Cumbria website.

In this context it is also worthwhile for us to consider the make-up of the population of Cumbria. Findings from the 2021 Census indicated the following key statistics: -

<b>Statement</b>	<b>Cumbria %</b>	<b>National %</b>
White British background	94.9%	74.4%
Ethnic minority groups, incl. white minorities	5.1%	25.6%
Not disabled	80.7%	82.5%
Day-to-day activities limited	19.3%	17.5%
Day-to-day activities limited a lot	8.3%	7.5%
Straight or heterosexual	91.1%	89.4%
Lesbian or gay	1.2%	1.5%
Bisexual	0.9%	1.3%
Same gender as assigned at birth	94.7%	93.5%

This, and other data, will help us prioritise our action planning and delivery of this DIAP as we move forward.

**Lorraine Smyth**  
**Chair, Active Cumbria Advisory Board**

<b>Ambition 1: Our people are truly reflective of the population of Cumbria</b>				
<b>Success Measure: Good diversity and inclusion practices are embedded into our recruitment and retention activities, and decision-making processes</b>				
<b>Reference</b>	<b>Action</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Intended Goal</b>
1.1	Develop targets for increased diversity within the Staff and Advisory Board.	RJ/BL	From 01.01.24	Greater diversity within the Staff and Advisory Board: - <ul style="list-style-type: none"> <li>• Minimum of 40% of both male and female gender represented on Advisory Board.</li> <li>• Staff Team is more reflective of the population of Cumbria.</li> </ul>
1.2	Target advertising for recruitment to individuals and organisations representing diverse communities for all Staff and Advisory Board vacancies.	CB	From 01.04.23	<ul style="list-style-type: none"> <li>• Increased awareness of Active Cumbria vacancies and opportunities within a greater number of diverse communities.</li> <li>• Active Cumbria is regarded as an authentic, welcoming, inclusive place to work or volunteer.</li> <li>• More diverse candidates applying for positions in the Staff Team and Advisory Board.</li> </ul>
1.3	Undertake analysis of Advisory Board applicants, to ensure we are receiving applications from a wide range of backgrounds.	RJ	On-going at each recruitment	Increased understanding of the diversity of applicants to Advisory Board vacancies in place with analysis used to inform future targeted advertising.
1.4	Undertake regular analysis of the diversity of the Staff and Advisory Board.	RJ/OC	Every 2 Years as from 01.04.23	On-going awareness of diversity profile of Staff and Advisory Board in place, reviewed annually.
1.5	Advisory Board Champion identified to ensure ED&I is integrated and considered as part of Advisory Board discussions.	RJ/LS/PK	Reviewed annually from 01.04.23	<ul style="list-style-type: none"> <li>• ED&amp;I is at the forefront of decision making processes within the Advisory Board.</li> <li>• Strong connectivity between Advisory Board and Staff Team around the ED&amp;I agenda is in place.</li> <li>• Strong leadership around the ED&amp;I agenda is in place on the Advisory Board.</li> </ul>
1.6	Role Profile for Advisory Board ED&I Champion in place ensuring clarity of role and responsibilities.	RJ	Reviewed Annually in September	ED&I Advisory Board Champion is clear on the expectations of the role.

			each year	
1.7	Staff Team ED&I Lead identified to coordinate ED&I activities within the Core Team, including: - <ul style="list-style-type: none"> <li>• Advocating ED&amp;I across the Team</li> <li>• Leading the internal Project Group</li> <li>• Liaison with External Partners</li> <li>• Ensuring ED&amp;I is factored into service and programme work areas</li> </ul>	RJ/OC	On-going, reviewed annually	<ul style="list-style-type: none"> <li>• ED&amp;I is at the forefront of decision making within the Core Staff Team.</li> <li>• Strong connectivity between Staff Team and Advisory Board around the ED&amp;I agenda is in place.</li> <li>• Strong leadership is in place for the ED&amp;I agenda within the Core Staff Team.</li> </ul>
1.8	Internal ED&I Project Group in place ensuring ED&I is integrated into all aspects of Active Cumbria's planning and service provision, including: - <ul style="list-style-type: none"> <li>• Terms of Reference agreed</li> <li>• Membership from across the Team agreed, including Advisory Board Champion</li> <li>• Action Log created with specific responsibilities identified</li> <li>• Regular monitoring of progress against priorities identified in DIAP</li> </ul>	OC	On-going, membership reviewed annually	<ul style="list-style-type: none"> <li>• ED&amp;I is regarded as an important issue and is prioritised across the Staff Team and Advisory Board.</li> <li>• Formal processes to ensuring ED&amp;I issues are considered across the organisation are in place.</li> </ul>
1.9	Forward Planning process in place for an annual report to Advisory Board ensuring appropriate scrutiny including: - <ul style="list-style-type: none"> <li>• Progress against priorities identified within the DIAP</li> <li>• Future plans and aspirations emerging from the Internal Project Group</li> <li>• ED&amp;I Policy updates</li> </ul>	RJ	Annually in September each year	Good governance is in place around the issue of ED&I across the organisation.

### Progress Summary

#### 2023-24

1.4 – Disability 5% yes, 90% no. Ethnicity 100% white British. Gender 35% Male, 65% Female. Sexual Orientation 90% Heterosexual, 10% LGBT.

1.8 – Internal EDI project group membership has increased by 4 to 10 in total, to better reflect the composition of the team. Current group

membership is 50/50 split for male and female.				
<b>2024-25</b>				
<b>2025-26</b>				
<b>2026-27</b>				
<p><b>Ambition 2: Our people talk confidently about, and are committed to, equality, diversity, and inclusion</b></p> <p><b>Success Measure:</b></p> <ol style="list-style-type: none"> <li>1. <b>A highly skilled workforce is in place, with regular opportunities for training and discussion on ED&amp;I issues.</b></li> <li>2. <b>We are champions of ED&amp;I, taking the lead and regularly cascading good practice and information to the sector through our communications plan.</b></li> </ol>				
Reference	Action	Lead	Timeframe	Intended Goal
2.1	Whole team to complete the Inclusive Behaviours Self-Assessment and share the results.	OC	20.09.22	To provide a starting point on where we are with the ED&I agenda within the team, have an open conversation about the results, and identify next steps.
2.2	Undertake the Equality Standard for Sport Self-Assessment and use as a benchmark to identify strengths and gaps in provision.	RJ	31.12.23 or when required	<ul style="list-style-type: none"> <li>• Clear formal processes in place to identify current position, and identify and resolve gaps in provision, and celebrate good practice.</li> <li>• Active Cumbria is maintaining compliance with requirements of the Code for Sports Governance.</li> </ul>
2.3	Ensure our commitment to ED&I forms part of a dedicated and formalised recruitment, retention and induction process, including: - <ul style="list-style-type: none"> <li>• Completion of mandatory ED&amp;I online</li> </ul>	RJ/BL	On-going as new Staff and Board Members	All new Staff and Advisory Board members are aware of the importance of ED&I and receive specific training to support their understanding.



	<p>learning.</p> <ul style="list-style-type: none"> <li>Understanding the relevance of ED&amp;I to our work in tackling inequalities.</li> </ul>		recruited	
2.4	Build in discussions around ED&I as part of the annual Appraisal process for Staff and Advisory Board.	RJ/LS	On-going with Staff, and as part of Board reviews in October each year	Additional training needs are identified and actioned.
2.5	<p>Provide a range of CPD opportunities relating to ED&amp;I issues for our Staff and Advisory Board, including but not limited to: -</p> <ul style="list-style-type: none"> <li>Racism</li> <li>LGBTQ+</li> <li>Mental Health</li> <li>Equality &amp; Diversity</li> </ul>	OC/RJ	On-going with annual review of training needs	Our staff have the skills required to talk confidently about a range of ED&I issues.
2.5	Provide specific ED&I CPD for Lead Officer within the Staff Team, and Advisory Board Champion.	RJ	CPD needs reviewed annually via Appraisal and review processes	Thematic Leads feel confident and have greater understanding of ED&I issues and take on a lead role within the Staff Team and Advisory Board.
2.6	Provide opportunities through various Stakeholder events and forums to focus on issues and raise awareness of inequalities in sport and physical activity.	OC	On-going	<ul style="list-style-type: none"> <li>The sector within the county have more opportunity to come together and discuss ED&amp;I issues.</li> <li>Active Cumbria are seen as champions of ED&amp;I within the sector in the county.</li> </ul>
2.7	<p>Provide CPD and discussion opportunities for the sector on a range of ED&amp;I issues, including: -</p> <ul style="list-style-type: none"> <li>Racism - Anti-Racist Cumbria.</li> <li>LGBTQ+ - Gendered Intelligence.</li> </ul>	OC	From 01.10.23	<ul style="list-style-type: none"> <li>The sector within the county have more opportunity to come together and discuss ED&amp;I issues.</li> <li>Active Cumbria are seen as champions of ED&amp;I within the sector in the county.</li> </ul>
2.8	Ensure ED&I is built into the Active Cumbria Communications Plan, including: -	CB	From 01.04.23	<ul style="list-style-type: none"> <li>The sector are better informed and more aware of ED&amp;I issues.</li> </ul>

	<ul style="list-style-type: none"> <li>Supporting and localising relevant Campaigns.</li> <li>Ensuring ED&amp;I is included as standard into all communications, e.g. e-newsletters, social media, website etc.</li> <li>Via CRM system, continue to identify individuals and organisations that connect with ED&amp;I audiences, and tailor relevant communications to them.</li> </ul>			<ul style="list-style-type: none"> <li>High quality and regular communications in place for individuals and organisations that connect with ED&amp;I audiences.</li> <li>Active Cumbria are seen as champions of ED&amp;I within the sector in the county.</li> </ul>
2.9	<p>Ensure Active Cumbria’s communications are accessible to all, including: -</p> <ul style="list-style-type: none"> <li>Ensure accessible formats of all corporate documents are available on request.</li> <li>Ensure website continues to be compliant with ED&amp;I standards, making it accessible to all.</li> </ul>	CB	On-going	Active Cumbria’s communications channels are fully compliant with all ED&I requirements.
<b>Progress Summary</b>				
<b>2023-24</b>				
<p>2.1 12 months later and there is a positive increase in people’s answers across all five sections. Courage and Leveraging Diversity are the two lowest scores, so CPD options will be identified. Team members who answered highly will be asked about what it is they do and see if there is anything the wider team can take on board.</p> <p>2.5 All staff and Advisory Board were invited to take part in CPD on anti-racism and gender intelligence.</p> <p>2.6 County sports organisations were invited to a stakeholder event focusing on our DIAP, the journey we have been on, and where they are on their respective journeys as individuals and organisations. This network will be brought together periodically throughout the year to check on progress.</p>				
<b>2024-25</b>				
<b>2025-26</b>				
<b>2026-27</b>				

<b>Ambition 3: Our culture, practices and ways of working are inclusive</b>				
<b>Success Measure: ED&amp;I practices and ways of working are the norm within our organisation and are built in as standard</b>				
<b>Reference</b>	<b>Action</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Intended Goal</b>
3.1	Ensure on-going compliance with all aspects of the Code for Sports Governance, including: - <ul style="list-style-type: none"> <li>• Staff and Advisory Board member details are published on the Active Cumbria website.</li> <li>• DIAP is published on Active Cumbria website.</li> <li>• Annual ED&amp;I organisational infographic produced and publicly available via Active Cumbria website.</li> <li>• Advisory Board agendas and minutes are available on the Active Cumbria website.</li> </ul>	RJ	On-going review as required	<ul style="list-style-type: none"> <li>• To demonstrate publicly Active Cumbria's commitment to the highest standards of governance including ED&amp;I.</li> <li>• Active Cumbria are seen as champions of ED&amp;I within the sector in the county.</li> </ul>
3.2	Ensure ED&I highlights are referenced within Active Cumbria Annual Report	CB	Annually in June each year	To highlight our commitment to ED&I and provide focus on this within an annual public facing document.
3.3	Advisory Board to formally review progress against the DIAP on an annual basis	RJ/LS	Annually in September each year	To ensure there is strong process and commitment to achieving the aims of the DIAP.
3.4	Ensure all Staff and Advisory Board members are aware of relevant policies and procedures relating to ED&I, and how to raise any issues should they arise.	RJ/BL	On-going at induction of new members	Active Cumbria is an organisation with a culture of respect, where everyone feels able to contribute free from discrimination and bullying.
3.5	All meetings structured to be fully inclusive, ensuring that they are facilitated to ensure all participants feel able to, and are given opportunity to contribute.	Core Team	From 01.04.23	All staff Active Cumbria are seen as champions of ED&I within the sector in the county.
3.6	The use of technology is encouraged to ensure equality of access to meetings and workshops, with hybrid offers available where possible.	Core Team	On-going	Active Cumbria are regarded as a responsive and flexible organisation and are aware of varying needs of the community.

3.7	Project Groups ensure ED&I is built into all aspects of service provision.	Core Team	From 01.04.23	<ul style="list-style-type: none"> <li>ED&amp;I is embedded across all projects and work areas across the organisation.</li> <li>All staff Active Cumbria are seen as champions of ED&amp;I.</li> </ul>
3.8	Ensure the views of Staff around ED&I issues, and the culture of the organisation are captured and acted upon as part of the annual Staff Survey.	RJ/BL	Annually in September each year	Areas of improvement are identified and acted upon by leadership in a timely manner.
3.9	Ensure the views of members around the culture and ways of working of the Advisory Board are captured and acted upon as part of the annual Advisory Board Performance Appraisal.	LS	Annually in October each year	Areas of improvement are identified and acted upon by leadership in a timely manner.
<b>Progress Summary</b>				
<b>2023-24</b>				
<b>2024-25</b>				
<b>2025-26</b>				
<b>2026-27</b>				

## Key Questions

### How does this feed into our broader governance plan?

- The Diversity & Inclusion Action Plan is part of the organisation's Governance Structure and is highlighted as one of the 'Key Controlled Documents'.
- There is clear alignment between the Diversity & Inclusion Action Plan and the organisation's Equality & Diversity Policy 2022-27.

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

- ED&I Lead Officer
- Advisory Board ED&I Champion
- Advisory Board Chair
- Senior Manager (Operations)

### How will we measure overall success?

- Maintaining on-going compliance with the Code for Sports Governance
- Achievement of the stated ambitions within the DIAP

### How does your Diversity & Inclusion Action Plan cross-reference other parts of the Code for Sports Governance or other relevant equality or diversity monitoring standards/framework?

The Diversity Action Plan feeds into the following: -

- Active Cumbria Governance Structure
- Advisory Board Terms of Reference
- People Plan including the Recruitment and Selection Policy (linked to those of host agency)



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