

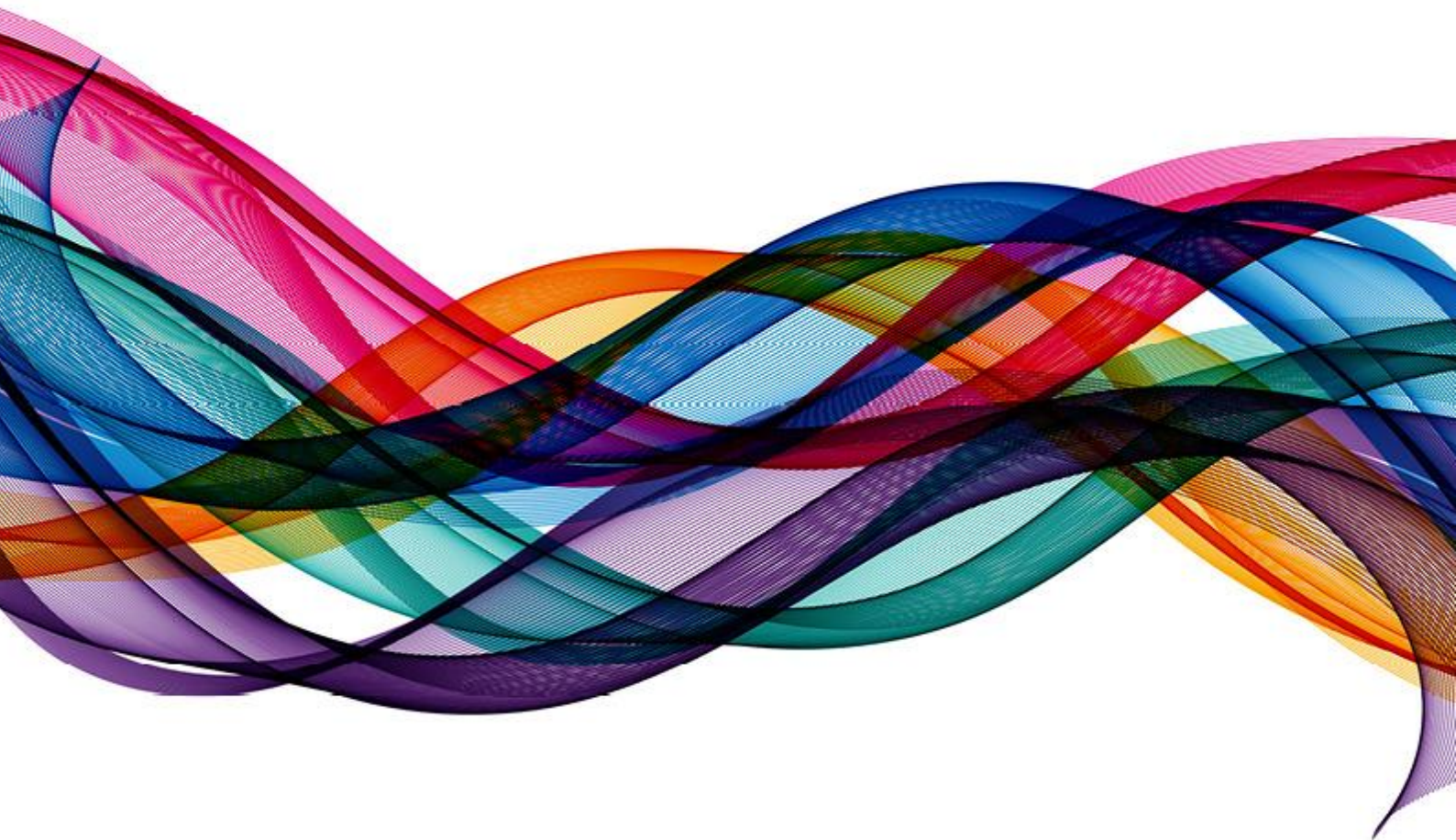


# ABC

Inclusion and Diversity

Action plan

April 2018



## Who we are, where we are and what we do.

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The Active Black Country Partnership (ABC) is the CSP partnership for the Black Country region. The geographical region called the 'Black Country' covers 365 square kilometres - sitting at the heart of England; it forms the west part of the West Midlands Metropolitan Area and is the largest conurbation outside of London.

Comprising one City (Wolverhampton) and three separate Borough Council areas (Dudley, Sandwell and Walsall) it has a long tradition of manufacturing across the region with a proud and diverse history supported by a belief that it is a place not defined by its borders, but by its people.

The region is undergoing a transformational period in its history with regeneration seeking to change the face of its urban environment and improve the lives for those who live, work, play and learn within it.

Our understanding of the Black Country Place and People forms the foundation of our current and future approach.

Today the Black Country is home to 1.18 million people, accounting for one fifth of the West Midlands region's population, and, after years of decline, is now growing and estimated to reach 1.2m by 2020. The diverse population has more women living here than men, and 26% of the population from Black and Minority Ethnic (BME) origins, compared to the national average of 9%.

It has a wide selection of faith groups across the region but a marked difference in representations in communities across the four boroughs. Its residents' lives are determined by a unique set of characteristics, setting it apart from other areas in England.

With two boroughs classed as the most deprived areas of the country, and over

half of residents living in the top twenty percent of areas of deprivation, the health of people across the Black Country is largely negatively driven by socio-economic status.

Our most recent insight informs us that 33.7% of our population is inactive, participating in less than 30 minutes sport and physical activity per week, with a proportionally higher level of inactivity in women than men. We further know that, on average, a higher level of young people, and those with a limiting illness or disability, are more inactive compared to the rest of the Country.

High deprivation levels across the Black Country led to stubborn inequalities to a greater extent than in any other CSP area.

Our 'Towards an Active Black Country' Strategic Framework therefore recognises the far reaching approach needed to get people active through understanding peoples' motivations and challenges, improving the place to get people moving and promoting the role businesses can play in getting a more included active workforce.

### **Our Vision**

We aim to make it easier for individuals and communities to be physically active. To be safe, secure, healthy and passionate about sport.

### **Our Mission**

To demonstrate our passionate belief that in our local area, where socio-economic factors have created far reaching inequalities and inactivity, physical activity and sport have the power to change lives.

## Message from our Chair

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The Active Black Country Board collectively recognises that the inequalities across the Black Country must be addressed through understanding the needs of the local people the partnership is seeking to serve.

We believe all people should have the right to be physically active, and want to invest into people to enable Black Country residents and communities to be active and realise the wider benefits that being physically active and participating in sport can provide.

We have therefore placed Inclusion and Diversity at the heart of all our practices and demonstrate our commitment to its delivery through our compliance with the Code of Sports Governance and this plan. Our wider approach is based on these collectively agreed principles:-


- Inclusive and diverse boards are more effective, better able to understand their customers and stakeholders, and benefit from fresh perspectives, new ideas, vigorous challenge and broad experience, skills and attributes and thought.
- Demonstrating that there are no barriers on grounds of gender, ethnicity, disability or socio-economic status is crucial to encouraging more candidates from currently under-represented groups within the communities we seek to represent and advocate.
- A diverse workforce comprising people from a wide range of backgrounds is a stronger and more effective one. Therefore attracting and supporting new talent and enabling that diverse talent to flourish is key to our organisational development.
- Equality means that our recruitment and selection procedures must be transparent, unbiased and fair, with appointments made solely on the basis of merit.
- Monitoring, evaluating and publicly reporting on our progress is key to demonstrating our impact.

- Understanding our local place must sit at the heart of our Inclusion approach – it reflects our primary role and supports our ambitions to develop meaningful relationships with a broader range of partners who understand and advocate for our communities needs and share our agenda to tackle inequalities.

Our aim internally is to promote and achieve a Board which reflects the Black Country; we have recently adapted our recruitment approach to actively attract new members who bring fresh thinking and in-depth knowledge of our diverse local communities.

We continue to commit to maintaining a minimum of 30% gender parity on the Board and the promotion of our Equality Statement which recognises that a diverse composition of skills, background and experience is critical to our effectiveness.

A diverse, inclusive Board and workforce is critical to delivering our vision for everyone across the Black Country to be physically active. Diversity enriches our thinking and I am determined that inclusion will lie at the heart of our approach to tackle inactivity and inequality.



Deborah Williams  
Active Black Country Chair

Recruitment How the organisation will attract an increasingly diverse range of candidates		Code for Sports Governance						
		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 Req 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 Req 2.2	
<b>Objective:</b> Embed good diversity and inclusion practice into our organisational recruitment activities and decision making processes.		✓	✓	✓	✓			
Priorities	Actions	Person(s) Responsible			Completion Date			
<b>Short Term (within 6 months):</b> <ul style="list-style-type: none"> <li>Introduce meaningful processes to establish skills gaps across organisation to enable development of a broad spectrum of diversity in skills, expertise, background, characteristics and thought.</li> <li>Adopt targeted recruitment advertising and marketing materials aimed at attracting candidates from the under-represented groups and communities we are seeking to represent.</li> <li>Ensure Board diversity approach meets compliance Tier 3 needs.</li> <li>Ensure ABC recruitment and selection policies and procedures reflect up to date legislation and best practice guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out a skills mapping exercise of Independent Board Members.</li> <li>Carry out a skills mapping exercise of Partnership team pre recruitment process.</li> <li>Review Board skills gap needs of Advisory representatives and potential sub-committee members.</li> <li>Specify target of 30% gender parity on all recruitment and governance documentation</li> <li>Produce template for all recruitment packs across organisation with reviewed Equality Statement.</li> <li>Roll out the Host Corporate Employee Handbook ensuring adherence to revised Equality Policy and Recruitment, Search and Selection Policy.</li> </ul>	DW/IC/AS	DW/IC/AS	DW/IC/AS	AS	AS	IC	April 2018 - Completed  April 2018 - Completed  June 2018 - Completed  May 2018 - Completed  June 2018 - Completed  September 2018
<b>Medium Term (6 months – 1 year):</b> <ul style="list-style-type: none"> <li>Establish clear meaningful diversity targets which match ABC Board needs.</li> <li>Determine effective recruitment monitoring processing to evidence statistics and impact</li> <li>Improve visibility of ABC as an inclusive and diverse employer and workplace.</li> <li>Establish a meaningful method of measuring and</li> </ul>	<ul style="list-style-type: none"> <li>Review targets to establish need/desire for broader figures e.g. BAME target..</li> <li>Review Diversity monitoring data and process through Equality Impact Assessments</li> <li>Use specialist targeted media and approaches including targeted websites e.g. Sporting Equals, Women in Sport etc, community radio, and working with the voluntary sector when advertising for new Board member.</li> </ul>	AS	AS	AS			November 2018  October 2018  October 2018	

reporting on Inclusion and diversity performance	<ul style="list-style-type: none"> <li>• Build relevant performance stats into performance reporting framework.</li> <li>• Build a range of relevant statistics and information on opportunities and support for BME staff, those with disabilities and women into the Board recruitment pack.</li> </ul>	IC AS	October 2018 September 2018
<p><b>Long Term (1 year – 3 years)</b></p> <ul style="list-style-type: none"> <li>• .Publish annual review of evaluation of plan</li> </ul>	<ul style="list-style-type: none"> <li>• Complete annual review which serves as audit of board effectiveness and evaluation of impact of IDAP and communicate widely through publication on the website, Board meeting, Audit Committee meeting and internal team meeting,</li> </ul>	IC/AS	April 2019



<h1>Engagement</h1> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
<p><b>Objective:</b> Establish an inclusion strategy, aligned to our Strategic Framework.</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, LGBT 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>
<p><b>Priorities</b></p>	<p><b>Actions</b></p>		<p><b>Person(s) Responsible</b></p>		<p><b>Completion Date</b></p>	
<p><b>Short Term (within 6 months):</b></p> <ul style="list-style-type: none"> <li>Produce an Inclusion strategy which places Inclusion and Diversity as a key strategic driver and evidences our organisational commitment to it.</li> <li>Review our partnership working approach to ensure we work with those who promote and share our inclusion agenda.</li> <li>Place Inclusion and Equality high on the agenda of the ABC Board.</li> <li>Evidence to our team that all individuals are welcomed, supported and developed within the partnership placing Inclusion and diversity high on its agenda.</li> <li>Develop visibility and expertise as Inclusion and diversity advocates supporting ABC's drive to be regarded as a key Black Country enabler in tackling inequality.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out a review of current approach to Inclusion and Diversity through LEAD process in collaboration with Activity Alliance.</li> <li>Revise the Equality Statement to produce a board approved inclusion statement.</li> <li>Produce a message from the Chair endorsing organisational commitment to Inclusion and diversity</li> <li>Widely communicate Inclusion statement and ensure embedded in key documents e.g. Board Handbook.</li> <li>Reform ABC Disability Forum with revised focus as collaborative communities based group sharing learnings, good practice and intervention-led solutions.</li> <li>Carry out Inclusion and Diversity 'Engagement days' to further develop wider network with a broader range of disability, mental health and inclusion providers</li> <li>Identify Inclusion portfolio holder from Independent Board Member pool.</li> <li>Place Inclusion and Diversity as standing item on Board meeting agenda.</li> <li>Appoint a Partnership Inclusion Lead</li> <li>Review induction programme for Board and partnership members to ensure Inclusion and Diversity key topic.</li> </ul>		<p>IC/AS</p> <p>AS</p> <p>DW</p> <p>IC/SK</p> <p>IC/AS</p> <p>IC/AS</p> <p>DW/AS</p> <p>DW/IC</p> <p>IC</p> <p>IC/AS</p>		<p>April 2018 - completed</p> <p>May 2018 - completed</p> <p>May 2018 - completed</p> <p>June 2018 - completed</p> <p>June 2018 - completed</p> <p>April 2018 start – 1<sup>st</sup> completed</p> <p>July 2018</p> <p>July 2018</p> <p>July 2018 – completed (D Allen)</p> <p>June 2018 – completed</p>	

<p><b>Medium Term (6 months – 1 year):</b></p> <ul style="list-style-type: none"> <li>Review all communication tools including the ABC website and publications to ensure they meet best practice and Activity Alliance (formerly EFDS) guidelines for accessibility</li> <li>Review procedures in place for handling complaints etc internally and externally relating to diversity and inclusion.</li> <li>Provide meaningful opportunities for our team, board, stakeholders and partners to contribute to and influence our Inclusion and Diversity approach.</li> </ul>	<ul style="list-style-type: none"> <li>Update website to ensure active promotion of inclusion across all areas</li> <li>Carry out an Equality Impact assessment of website to ensure accessibility standards met.</li> <li>Update as required all images, format, language etc used in publications to ensure meet Activity Alliance guidelines.</li> <li>Include handling complaints process into internal Equality Policy.</li> <li>Join networking Black Country business' Diversity forum</li> <li>Update staff and stakeholder surveys (via CSPN) to include Inclusion and diversity as topic.</li> <li>Re-apply for Equality Standard aiming for achievement of Preliminary level.</li> </ul>	<p>IC</p> <p>IC</p> <p>IC</p> <p>AS</p> <p>AS</p> <p>IC</p> <p>AS</p>	<p>October 2018</p> <p>December 2018</p> <p>October 2018</p> <p>October 2018</p> <p>August 2018</p> <p>January 2019</p> <p>January 2019</p>
<p><b>Long Term (1 year – 3 years):</b></p> <ul style="list-style-type: none"> <li>Gain wider influence and impact on Inclusion and Diversity approach and provision across region and national sector</li> </ul>	<ul style="list-style-type: none"> <li>Provide case study and evidence to key sector stakeholder e.g. CSPN</li> <li>Host with partners annual Black Country Inclusion event for sport and physical activity .</li> <li>Publish via website annual review of Inclusion and diversity evaluation.</li> </ul>	<p>IC</p> <p>IC</p> <p>AS</p>	<p>May 2019</p> <p>May 2019</p> <p>April 2019</p>

<h2>Progressing talent from Within</h2> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>		Code for Sports Governance				
		<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 (including but not limited to BAME, disability, LG&amp;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><b>Objective:</b> Ensure the widest selection of diverse talent is ready and prepared to step into key roles in the future as required.</p>			✓	✓	✓	
Priorities	Actions	Person(s) Responsible			Completion Date	
<p><b>Short Term (within 6 months):</b></p> <ul style="list-style-type: none"> <li>Develop a formal transparent succession plan process for the organisation which demonstrates commitment to diversity in Board roles.</li> <li>Develop opportunities to make clear to the wider workforce the criteria, skills and attributes celebrated at senior management level.</li> <li>Spot and nurture talent from pools including partners to attract diverse candidates and secure future succession into key roles.</li> </ul>	<ul style="list-style-type: none"> <li>Complete succession planning document for Board</li> <li>Actively discuss potential opportunities with key partners an stakeholders through working groups/sub-boards/committees etc.</li> <li>Develop network through current Board member contacts of potential future Independent members.</li> <li>Review membership of invited Advisory representatives as part of overall skills matrix.</li> </ul>	AS/DW	IC	DW	IC/DW	<p>July 2018</p> <p>Ongoing - began</p> <p>Ongoing - began</p> <p>June 2018 – completed</p>
<p><b>Medium Term (6 months – 1 year):</b></p> <ul style="list-style-type: none"> <li>Develop transparent internal pathway for a diverse workforce through to partnership senior management roles.</li> <li>Identify and carry out learning and development opportunities to increase Inclusion and diversity knowledge and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Complete succession planning document for Senior partnership roles and Inclusion Lead.</li> <li>Develop a mentoring programme (including personal and professional development) for Partnership team as part of personal development plans.</li> <li>Carry out workshops with Board members on Inclusion and diversity</li> <li>Build Inclusion and diversity into 2019 team development plan</li> </ul>	IC/AS	IC/AS	AS	IC/AS	<p>November 2018</p> <p>October 2018</p> <p>October 2018</p> <p>January 2019</p>
<p><b>Long Term (1yr – 2 yrs):</b></p> <ul style="list-style-type: none"> <li>Introduce a formal organisation wide evaluation system through exit meetings, appraisals, 1-2-1's etc which reviews the provision of opportunities for a diverse workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse information from annual surveys by gender, disability, and ethnicity. Share findings with staff and Board members and identify further action plan.</li> </ul>	IC/AS				<p>April 2019</p>





