

Leap⁺

**Diversity & Inclusion
Action Plan (DIAP)**

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Purpose

Leap's Diversity and Inclusion Action Plan (DIAP) aims to provide guidance and clarity to how we will ensure Equality, Diversity and Inclusion (EDI) is central to our culture and lived behaviours. Thank you to the Board and Team, guided by the wise counsel from Inclusive Employers who have helped create, shape, and refine this plan from its conception.



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Introduction from Leap's Chair

In Buckinghamshire and Milton Keynes, our commitment to equality, diversity, and inclusion is intrinsically linked to our strategic vision. Leadership, along with the values and behaviours of Leap colleagues as system leaders plays a critical role in realizing our aspirations and achieving our strategic objectives.

We believe that regardless of who you are and where you live, you should be able to benefit from the life changing effects of regular movement. But there are a whole host of complex, connected barriers stopping people from being active.

Leap's mission is to break down these barriers and level up inequalities.

Through our words and the actions set out in this plan, we endeavour to shape the system we work in for lasting change. Our Diversity and Inclusion Action Plan clearly outlines our organisational ambitions for the next four years, which we will review annually. These objectives align with the principles set out in the Code for Sports Governance and focus on ensuring equality, diversity, and inclusion.

To achieve this, we commit to greater self-awareness and the deliberate attraction, advancement, and retention of diverse talent, directly as employees, or board members and indirectly through our partner organisations. It is essential to treat all people fairly, with respect, and to enable them to reach their full potential. This involves delivering on various workplace outcomes related to governance, recruitment, progression, and decision-making processes.



Recognising that addressing inequality requires ongoing efforts, our action plan translates intentions into tangible outcomes which are both achievable and measurable. We will monitor progress annually and remain focused on achieving our goals.

Leap's strategic priorities are targeted, by theme and place, and we are acutely aware of the intersectionality that exists between the following priority groups:

- People in ethnically diverse communities
- Low Income households
- Disabled people
- People living with one or more long term conditions.
- Children and young people from the above groups

Despite the progress we've made on our equality, diversity, and inclusion journey, this new plan sets an agenda for real change. It is a catalyst that needs to be understood at every level across our organisation and the wider sector where we have influence. These are our equality priorities, and everyone at Leap plays a critical role in achieving them.

Sue Imbriano
Chair Leap

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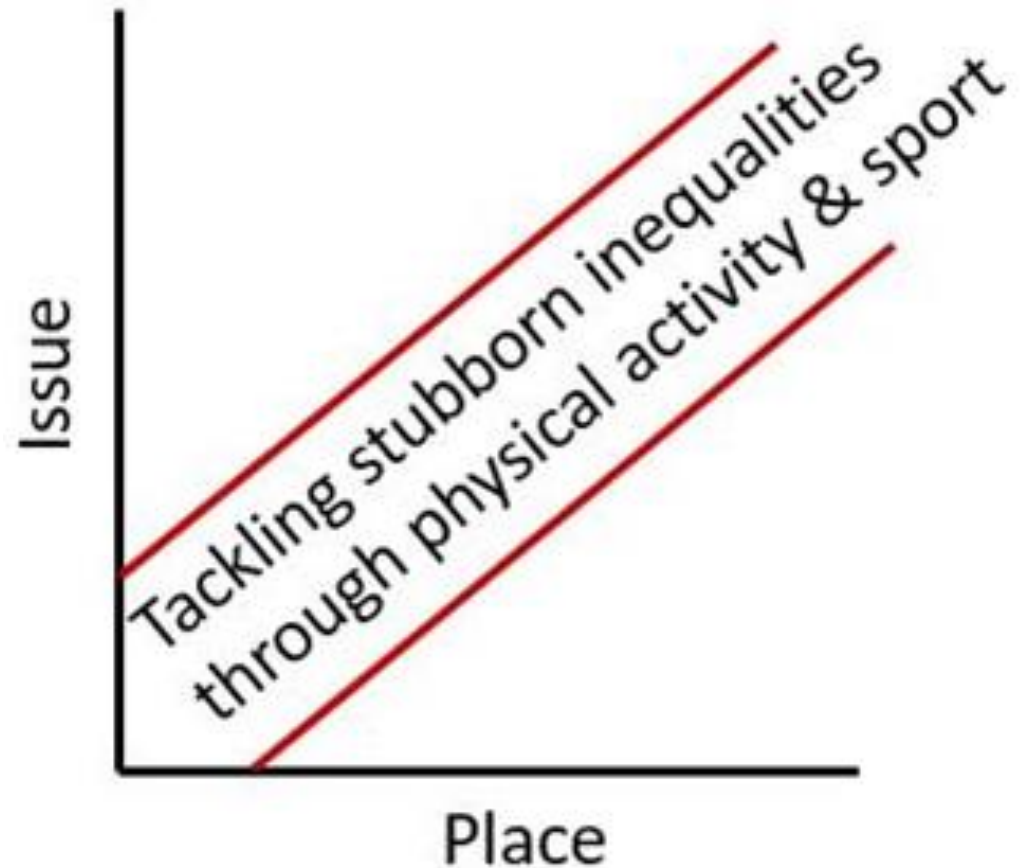


Our story to date

Following detailed research undertaken in 2015; Leap, the Active Partnership for Buckinghamshire and Milton Keynes, presented findings to its Board with the proposal to move away from universal support across our geographical area to a more targeted approach for our investment and expert support.

Complex data sets were analysed for us using 4Global's insight system capturing Active People Survey data (followed by Active Lives Survey data) which evidenced that participation, and the allied benefits of physical activity and sport were lowest in the areas of highest social deprivation. Leap's Board responded, agreeing to a focused approach to working in 15 priority areas and targeting groups which would be prioritised in terms of investment and support.

- People in ethnically diverse communities
- Low Income households
- Disabled people
- People living with one or more long term conditions.
- Children and young people from the above groups



Our story to date

Unsurprisingly there is a stark correlation between low physical activity/sports participation, and areas with the highest deprivation and diversity. Our research revealed that where people are born, grow, live, work and age had a huge impact on their health. This is why we now work in priority areas within Leap's geography, places of highest activity need, where the barriers and inequalities are the greatest. The list of our priority areas can be found [here](#).

It also became clear at that time, to address fundamental issues relating to equality, diversity, inclusion, that Leap was only partially equipped in its capacity and understanding to change stubborn and accepted inequalities. Along with other Sport England core funded organisations, Leap had begun its EDI journey, achieving the national Equality Standard in 2017. In 2020 Leap instigated its relationship with Inclusive Employers, contracting them early in 2021 to provide a training and education programme for Leap along with an open invitation to all partner organisations (Jan 2021).

Concurrently following the tragic murder of George Floyd in America, the Active Partnership Network quickly responded supporting the [Black Lives Matter](#) movement, with leaders from within our network bravely stepping forward to share [their experiences](#). This moment was a step-change, opening many colleagues' eyes to discrimination, prejudice and persecution in plain sight, not just for ethnically diverse groups, but for all people identified from all priority groups.



The training from Inclusive Employers and growing understanding across the Active Partnership Network not only educated us, it has also created an empathy and perspective which has helped us adjust our perspective and informed our judgement for creating and delivering strategies and projects; and measuring our impact.

The impact of the training, staff development, perspectives from minority ethnic colleagues is more evident through our research and impact from every project and funding portfolio, such as the [Active Together Fund](#), [Moving Our Communities Fund](#), and [Together Fund](#).

We adopted and promoted our commitment to use [inclusive language](#), and working hard to update and grow our [policy perspective on inclusion and diversity](#).

Operating from within Buckinghamshire, which is known internationally as the birthplace of the Paralympics, Leap has held a long engagement with disability sports organisations and other movements across the county, including as a partner of the Paralympic Flame Lighting events, hosting the 2012 Legacy Manager and coordinating the biennial National Disability Sports Summit.

We appreciate that Leap as the Active Partnership for Buckinghamshire and Milton Keynes has a growing role for systemic change within a complex ecosystem, and we must champion equality and inclusion work - grow the knowledge our collaborators and empower them to join the march as we level up inequalities and enabled all people, especially those who will benefit most from being more active, more included, and more appreciated for what they can offer to our communities.

A note from Inclusive Employers

I am writing to express my full endorsement of the Leap Diversity and Inclusion Action Plan. This initiative represents a pivotal step forward in creating a physical activity and sports environment that is truly reflective of and accessible to our diverse society.

The Leap plan addresses a pressing need in the physical activity and sport community to foster inclusivity and ensure that all individuals, irrespective of their background or identity, feel valued and welcomed. Your comprehensive approach to diversity and inclusion is not only commendable but essential for the progression of equitable practices within sports.

The key components of the Leap action plan that I find particularly impactful include:

1. **Comprehensive Training Programs:** Offering education and awareness training to the internal workforce, coaches, officials, and sports administrators on the importance of diversity and how to effectively foster an inclusive environment.
2. **Inclusive Policy Framework:** Developing and implementing policies that protect the rights of all and promote equal opportunities for involvement at all levels of the organisation and sport/physical activity more broadly.
3. **Active Community Engagement:** Creating platforms for dialogue and collaboration with underrepresented communities to ensure their needs and perspectives are integrated into the planning and implementation processes.

4. **Support and Resources:** Providing robust support mechanisms to empower those who face barriers to participation, ensuring they have access to the necessary resources to thrive in their sporting pursuits.

Your commitment to these principles not only enhances the individual experiences of your workforce and communities but also strengthens the entire sporting ecosystem by promoting values of respect, fairness, and unity.

The Leap Diversity and Inclusion Action Plan is a model for how physical activity and sports organisations can proactively address issues of inequality and create a more inclusive environment. Your leadership in this area sets a powerful precedent for others to follow and underscores the importance of diversity as a cornerstone of a vibrant and dynamic sports culture.

I am confident that the successful implementation of this plan will lead to significant and positive changes within the physical activity and sport community, benefiting individuals and the broader society alike. I fully support Leap in this endeavour and am eager to witness the transformative impact of your efforts.

Michelle Daltry
Head of Sport ~ Inclusive Employers



Vision

Cultivate a more inclusive and equitable environment within our organisation and the local physical activity sector that helps tackle inequalities and improve lives through movement, physical activity and sport in Buckinghamshire & Milton Keynes.



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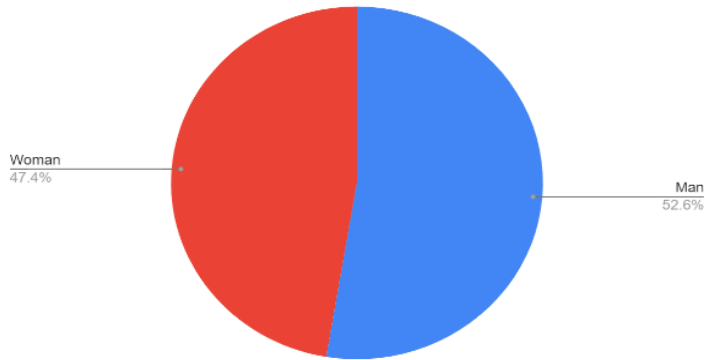
Objective 1

Create a more diverse and representative team and board (**Team development**)

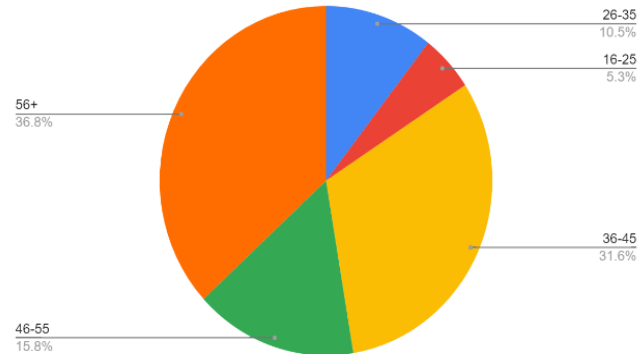
What do we know already?

Leap team & board demographic information

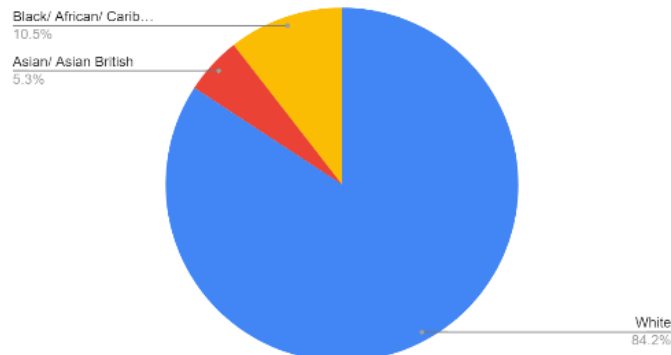
Gender



Age



Ethnicity



Sub-objectives

- **1.1** - Ensure recruitment processes are equitable, accessible, and appealing to people from diverse backgrounds.
- **1.2** - Ensure a welcoming and inclusive work environment enabling our people to thrive, creating a sense of belonging, aiding the development and retention of talent.
- **1.3** - Effective inclusive leadership, actively promoting and demonstrating commitment to EDI (Equality, Diversity, Inclusion) through training, mentoring and coaching opportunities.



Objective 2

Establish a team of diversity and inclusion allies to champion the tackling of inequalities in physical activity levels (**Personal development**)

What do we know already?

Training hours

65

The number of hours of training completed by the team during the 23/24 financial year.

Equating to 33% of all training completed (mandatory & non-mandatory)

Inclusion scenario

Inclusion scenarios are a standing agenda item at monthly Leap team meetings.

We explore inclusion topics identified by the team, team members are then encouraged to do further learning in their own time and share learning via Leap internal team's channel

Sub-objectives

2.1 - Increasing knowledge, understanding, skills and behaviours within Leap to think, talk and act confidently to help to improve diversity, inclusion and anti-racism in movement, physical activity and sport.

2.2 - Creating an open and honest mechanism to share our own learning internally and externally, demonstrating impact in an inclusive way.



Objective 3

Develop and influence the wider Bucks & MK physical activity workforce around diversity & inclusion. (Partnership development)

What do we know already?

Examples of current projects and programmes that develop and influence the local workforce around Diversity & Inclusion:

- [Community Connectors](#)
- [Coaching Community Champions](#)
- [MK Movers](#)
- [Together Fund](#)
- [Partner Forum](#)

Sub-objectives

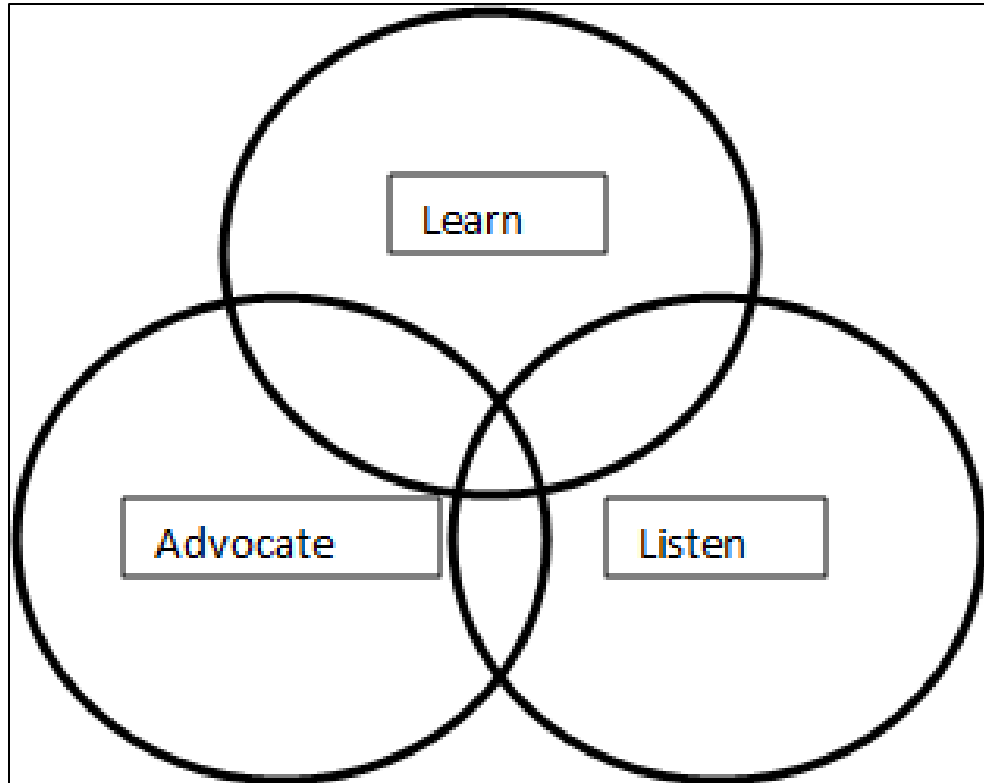
3.1 - Better understand the barriers to movement and physical activity in Bucks & MK by listening to and learning from individuals and communities with a variety of cultural and ethnic backgrounds.

3.2 - Targeting projects, programmes and investment to respond to the issues that impact physical activity levels in Buckinghamshire & Milton Keynes (reflective of diversity and intersectionality) as per our strategy.

3.3 - Work in collaboration to address barriers to find ways to make moving more affordable, inclusive and safe, for inactive underrepresented communities.



Our guiding principles



- **Learn** - Gain an understanding of the issues facing marginalised groups, the barriers which they are confronting, and some perspective on what it is like to be from that group.
- **Listen** - Listen to those from marginalised and under-represented groups and follow this up with action.
- **Advocate** - Actions and words must align, this is the time to act and advocate for others from marginalised communities.-



Our Action Plan



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Objective 1: Create a more diverse and representative team and board (Team development)

Key measure: An organisation that is representative of our county

1.1 - Ensure recruitment processes are equitable, accessible, and appealing to people from diverse backgrounds.

	Action		Who	When	Measure	Progress		Policy/strategy links
1.1.1	Review recruitment data, literature and processes to ensure they are fair, accessible, and inclusive to applicants from all backgrounds and do not create barriers for under-represented communities		AH/SF	Q1 Q2 Q3	Review/analyse current recruitment data for Leap roles. Identify where under-representation is a factor Work with team & Inclusive Employers to update literature and processes where appropriate			People Plan
1.1.2	Challenge thinking around the interview process, by reviewing and updating policies, procedures, diversifying interview panels and providing training to interviewers		AH/SF	Q3 Q4	Provide training for interviewers Processes in place to diversify interview panels			People Plan
1.1.3	Update recruitment policy interview process to include the application of positive action measures where under-representation is a factor		AH/SF	Q2	Use data from 1.1.1 to undertake positive action initiatives for underrepresented communities			People Plan



1.2 - Ensure a welcoming and inclusive work environment enabling our people to thrive, aiding the development and retention of talent.						
	Action	Who	When	Measure	Progress	Policy/strategy links
1.2.1	All team members to undertake Facet 5 personality profile questionnaire to help us understand ourselves and each other better	MO	2023/24 Q3/Q4	Complete F5 process Complete F5 Teamscape Review through 1:1 and annual review process		
1.2.2	Review team / board member experience when inducted into the organisation	MO (Board) All recruiting managers	Start 2023/24 Q4 Q3	Develop recruitment interview (did you feel as though you had the appropriate, induction /training? Anything else we could have done etc) Implement recruitment interviews		
1.2.3	Ensure there is a range of opportunities for team and board members to share openly and honestly around the culture of the organisation which are fit for purpose with a clear process for responding to feedback and responses addressed	MO	Q3/Q4 Q4	People survey (APN) Team/SLT consider ways we ensure we are hearing views from whole team/board		
1.2.4	Undertake a culture review to better understand what it is like to work at Leap?	SF	Q2 Q3/4 Year 2	R&D around culture reviews, speak to Inclusive Employers, Bucks Council HR etc Design/develop culture review process Carry out culture review		



1.3 - Effective inclusive leadership, actively promoting and demonstrating commitment to EDI.						
	Action	Who	When	Measure	Progress	Policy/strategy links
1.3.1	Policies & procedures reviewed annually to ensure any EDI legislation changes that could impact our systems and processes are made and addressed, and EDI is embedded throughout our policies	All	Q2/3	Implement an internal advisory group to understand how the policies are received, utilised and impact colleagues Whole team review of policies and procedures		
1.3.2	Continue to embed key EDI objectives within team & board processes (team meetings, reviews, 1:1's, away days etc)	SF	Q2	Add EDI objectives into 1:1 template and coaching for performance templates.		People plan
1.3.3	Ensure there is a dedicated Diversity & Inclusion lead/champion in place for both staff & board	MO/SF	Q1	Advertise for D&I board champion		Board member role description within Leap's Governance Framework



Objective 2: Establish a team of diversity and inclusion allies to champion the tackling of inequalities in physical activity levels (Personal development)

Key measure: An increase in knowledge, understanding and confidence around inclusion

2.1 - Increasing knowledge, understanding, skills and behaviours within Leap to think, talk and act confidently to help to improve diversity, inclusion and accessibility in movement, physical activity and sport.

	Action	Who	When	Measure	Progress	Policy/strategy links
2.1.1	All team & board members to have access to internal & external support and training opportunities to learn about specific D&I topics to build knowledge, understanding and skills	SF	Q1	Continue membership with Inclusive Employers [External] Link with Buckinghamshire Council staff networks [Internal] Sessions from local partners		People plan
2.1.2	Increase team awareness of diverse cultures and backgrounds in Bucks & MK	SF	Q4	Introduce the 'Day in the life of someone else' at winter team away, e.g. - <u>wheelchair</u> user, team away day wheelchair basketball session		People plan
2.1.3	Creation of Inclusion Passports so staff needs can be understood, and all reasonable workplace adjustments made	SF/All	Q3	Use Inclusive Employers inclusion passports template and adapt for our requirements. Action for all team members to complete these as part of Q2 reviews.		



2.2 - Creating an open and honest mechanism to share our own learning and demonstrate impact in an inclusive way.						
	Action	Who	When	Measure	Progress	Policy/strategy links
2.2.1	Review & update team learning log, ensuring it captures our individual & collective learning around D&I, sharing this learning with local system partners where appropriate	AH	Q1 Q2 Q3 Q4	Amend training log to capture EDI training Complete training log Understanding of staff and board upskilling and capture gaps in training needs Training Plan		People plan
2.2.2	Share physical activity stories that highlight people from diverse backgrounds being active, highlighting the barriers they have overcome and the success they have achieved	CD	Q4	2 case studies per priority community shared over 12 months •People in ethnically diverse communities •Low Income households •Disabled people •People living with one or more long term conditions. •Children and young people from the above groups	Together Fund case studies	
2.2.3	Publish staff and board survey data annually	SF	Q1	Share annually Key learning / action from it to take forward for the next 12 months		



Objective 3: Develop and influence the wider Bucks & MK physical activity workforce around diversity & inclusion. (Partnership development)						
Key measure: a) A workforce that is more representative of our county b) An increase in physical activity levels within underrepresented communities across Bucks & MK						
3.1 - Better understand the barriers to movement and physical activity in Bucks & MK by listening to and learning from individuals and community groups with a variety of cultural and ethnic backgrounds.						
	Action	Who	When	Measure	Progress	Policy/strategy links
3.1.1	Ensure effective mechanisms are in place to actively listen to diverse lived experiences to help inform decision-making and risk management	All Lead?		<u>What are we going to do in the next 12 months to actively listen to communities</u>		
3.1.2	Work proactively with communities to create community led, asset-based approaches to tackle inactivity where gaps have been identified and monitor these	Work area leads?		<u>Identify the gaps / how are we doing that?</u> <u>Projects/activities to address these gaps</u>		



3.1.3	Gather demographic data of the Bucks & MK workforce we are connected to, to better understand the current profile and intersectionality of the wider workforce	HT	Part 1 (Workforce): TBC Part 2: (Stakeholders) Data: Done Demographic Insights: End Jan	Context: *There are two parts here: 1) <u>Workforce data</u> : This relates to individuals across our system, and 3.1.3 requires us to first link this to demographic data to do the analysis to better understand the systems workforce. 2) <u>Stakeholder data</u> : This has been partially tagged with demographic data. This relates to organisations in our system. Measure: We can use the Trello board to manage scope in general We can measure the progress in terms of reporting on the data; by the number of workforce/stakeholders and the % demographic data that has been tagged. Key Insights / Outputs: What demographic areas represent gaps / underserved areas. Which (workforce / stakeholders) should we target to engage with, to build a better understanding by listening to and learning from (objective 3.1 in general)	Part 1 is currently outside of scope. We can set up a meeting to review this need. The work ahead is to follow the model for Stakeholder data but now with 'Workforce'. This may be expediated if SF already has a data model / log of the workforce data. Part 2 is done (in terms of tagging the data). A draft insights report is being produced tbc.	People plan
3.1.4	Use the data from 3.1.3 to increase the diversity of the voluntary workforce	HT/SF	Year 2	Carry out data analysis on data from 3.1.3 to understand what it tells us and what it doesn't. From this data we may be able to identify the gaps and identify the priority group/s		People plan



3.2 - Targeting projects, programmes and investment to respond to the issues that impact physical activity levels in Buckinghamshire & Milton Keynes (reflective of diversity and intersectionality) as per our strategy						
	Action	Who	When	Measure	Progress	Policy/strategy links
3.2.1	Monitor local population data and physical activity data, to understand the demographics of our county in respect of inactivity levels to; support strategic decision making, target investment and measure trends and progress	HT	For MK (focus): v.1 end of Jan v.2 end of Feb. Full PBI: TBC	<p>Context: This forms the PBI work as part of Leaps Data Strategy.</p> <p>Measure: We can use the Trello board to manage scope in general</p> <p>Key Insights / Questions: What does PBI say about the level of need (social need), and levels of Physical Activity in BMK. How does the vary by different demographics. Use this to identify gaps / underserved areas / strategic priorities. (Strickly speaking we are combining insights from 3.1.3 and 3.2.1 to help identify what demographics we should prioritise and take targeted action).</p>	<p>We are currently working on and prioritising a lean PBI report focused on Milton Keynes (with a zoom in on specific targeted areas).</p> <p>We will then review how and when we expand this to wider Buckinghamshire.</p>	
3.2.2	Create a directory of organisations with reach to under-represented communities within Bucks & MK to send opportunities to	CG/CD	Q4	Work with our <u>Community Connectors</u> to start a <u>directory</u> for <u>their areas over the next 12 months</u> .		



3.2 - Targeting projects, programmes and investment to respond to the issues that impact physical activity levels in Buckinghamshire & Milton Keynes (reflective of diversity and intersectionality) as per our strategy

	Action	Who	When	Measure	Progress	Policy/strategy links
3.3.1	Provide a range of inclusive and accessible community of learning and good practice opportunities (i.e. Existing network forums) for local system partners to learn, share experiences and support each other, specially addressing our strategic priority audiences	CG	June Oct	<u>Focussing each partner forum linked to priority audience?</u> <u>D&I focus at one of the forums</u>		
3.3.2	Work collaboratively with Buckinghamshire County Council to support <u>and challenge</u> objectives within the <u>BCC EDI Strategy and influence future strategies</u> <u>-(EDI Action Plan for 2023 to 2024 - BucksNet (buckinghamshire.gov.uk))</u>	SF	Ongoing Q1	Leap team member to attend Buckinghamshire Council EDI network meetings Bucks EDI staff networks shared with the team.		
3.3.3	Ensure all Leap funded projects ask delivery partners about their inclusion plans for delivery, which will be reviewed, and advice provided where necessary	AH	Q1	Add question to Leap funding applications about their inclusion plans		



Data

Current levels of physical activity and prevailing trends (national). Source Sport and Recreation Alliance , March 2024.

According to recent data from Active Lives Children and Young People Survey Academic Year 2022-23 (released in December 2023), and Sport England's Active Lives Adult Survey 2021-22 (released in November 2022), activity levels, in general, have held steady over the last 5 years, having recovered to pre-Covid-19 levels in most areas. It increased 3.8% for children and young people (more 424,000 active children and young people) compared to five years ago and increased by 1% for the adult population (more 1.5 million active adults) compared to six years ago.

However, activity levels remain unchanged for children and young people in the last 12 months. In terms of inactivity levels, the proportion of children and young people who are less active has decreased by 2.7%, or 85,000 fewer less active children and young people. On the other hand, the proportion of inactive adults remained slightly up on pre-pandemic levels, with fewer adults being 'fairly active'. Overall, there are no changes in inactive adults compared to six years ago.

Prevailing trends by demographics: Activity levels generally decrease with age, with the sharpest decrease coming at age 75+. Activity levels have increased by less among primary age children. There is an upward trend in activity levels among teenagers; over the last five years activity levels have increased by 8.6% which equates to 220,000 more active young people aged 13-16. Boys (51%) are more likely to be active than girls (44%) as well as men (66%) are more likely to be active than women (61%). Children and young people from the least affluent families (44%) are the least likely to be active compared to highest affluence (55%). Growth has been slightly greater among those from the least affluent families (up 5.5% vs 3.5% for most affluent), so the gap in activity levels has narrowed slightly. Similarly, among adults, those from lower social economic segments (53%) are least likely to be active compared to those from higher social economic segments (73%). While activity levels have recovered and risen above pre-pandemic levels (up 0.6% from 2018-19) among the most affluent and back in line with pre-pandemic levels for the mid-affluent groups, they remain below the highs seen six years ago (2015-16, down 2.1%) for the least affluent.

Activity is less common for adults with a disability or long-term health condition (47%) than those without (68%). Children and young people of Black, Asian, and Other ethnicities are the least likely to be active. Asian and Black children and young people have seen no long-term growth in activity levels. The gender gap remains widest between Asian girls and boys (11%), followed by Black (9%) and Other (9%) children and young people. As to adults, Asian (excluding Chinese), Other ethnicities and Black are the least likely to be active. Across all groups there has been a recovery back to pre-pandemic activity levels with the exception of those from Other ethnicities who remain down by 6.2% compared to 2018-19.



Join the movement

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