



# ACTIVE HUMBER

## Diversity and Inclusion Action Plan (DIAP)

April 2026 to March 2028



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## Section 1

# Our Commitment

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1. Chief Executive's Welcome
2. Board champion statement





## 1. Chief Executive's welcome

David Gent | Chief Executive Officer

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"Improving equality, diversity and inclusion is at the heart of our organisational strategy, *Uniting the Movement across the Humber* [Purpose and Role: About Us : Active Humber](#). It is for all of us at Active Humber to make this become a reality. We do that through our words and actions for the inclusive future we all want to build in sport and physical activity across the Humber.

Our Diversity and Inclusion Action Plan (DIAP) clearly sets out our ambitions as Active Humber on developing equality, diversity, and inclusion across the organisation for the next two years and is in line with the principles around equality as set out in the Code for Sports Governance.

We want to be ambitious with our DIAP to

- Change behaviours to be more inclusive across the Humber.
- Creating a climate for positive inclusive change
- Setting ourselves targets to be more representative of the Humber society of today and tomorrow.
- Being more self-aware and crucially by attracting, progressing, and retaining a diverse board and staff team.
- That all employees are treated fairly and with respect and that they can flourish and reach their full potential.

I know that inequality cannot be tackled by one-off disconnected initiatives, so this DIAP is intended to look across our organisational and individual actions to tackle inequalities and translate them into tangible impact and results. We will monitor and report on progress annually and remain focused on achieving our goals.

We have been on our equality, diversity, and inclusion journey for many years already and this DIAP sets out an agenda for real change for the next two years. Our DIAP must be a catalyst for further change within Active Humber at a board and staff level as well as our work with partners. I and my colleagues know that when we all work together to make progress there is a real power in creating lasting change so that everyone feels valued and can thrive in Active Humber.”

*David Gent, Chief Executive Officer*



## 2. Board Champion Statement

**Jo Lambon** | Board champion for equality, diversity, and inclusion

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“The production of this Active Humber Diversity and Inclusion Action Plan reflects a commitment to learning and improving in all we do around diversity, equality, and inclusion.

Sport and physical activity has a fundamental role to play in the Humber’s physical and mental health wellbeing and must be open and accessible to all. The high levels of inequalities and inactivity across the Humber compared to the rest of England show that barriers to participation in sport and physical activity persist. We want to tackle those inequalities and inactivity, and that means we need a board and staff that is competent, compassionate, and representative of the population of the Humber.

At Active Humber we know that with a diverse board and staff team that leads to better decision making and the system change we wish to see around inequalities and inactivity. Changes in organisational practice and culture are critical to achieving a diverse, inclusive board and staff team.

This diversity and inclusion action plan puts Active Humber in the best position to advance the ambitions of our strategy ‘*Uniting the Movement across the Humber*,’ [Purpose and Role: About Us : Active Humber](#). Which places tackling inequalities and inactivity at its core.

We know our approach to equality, diversity, and inclusion will need to constantly evolve. It is vital that at all levels of Active Humber and with our partners we continually check and challenge our collective approach to achieving positive, inclusive, and sustainable change.

The challenges we face across the Humber in sport and physical activity are deeply connected to the wider inequalities of the place that we cannot ignore. The last ten years have shown us that sport and physical activity plays a powerful role in connecting communities and improving quality of life. This plan is to build on that success over the next three years for a more active, equal, and sustainable future.”

*Jo Lambon, Board champion for equality, diversity, and inclusion*

## Section 2

# Why are we doing this?

3. Introduction
4. Purpose
5. Where are we?
6. Our public pledges
7. Our Duties
8. How does the plan work?
9. Data
10. Stakeholders and partners
11. Risk
12. Indicators
13. Board and staff composition
14. How we all have a role to play
15. Next steps



### 3. Introduction

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At Active Humber we are committed to creating sustainable, lasting change in our approach to equality, diversity and inclusion, and our internal Diversity and Inclusion Action plan is our roadmap to making this a reality.

Our plan has four ambitions to:

Ambition 1: **Leadership & Strategy** - Our leaders are visible and passionate on inclusion

Ambition 2: **Governance** – Robust governance helps us ensure EDI is championed, tracked and improved over time

Ambition 3: **Representation** - Our people are reflective of the Humber community and population

Ambition 4: **Stakeholder participation** - We talk and act confidently about inclusion

Ambition 4: **Data, understanding & learning** – Data collection & analysis underpins all our EDI actions

To do that we must be:

- ambitious in changing our behaviours and ensuring we make progress in advancing equality within Active Humber.
- Inclusive in our daily interactions and decisions, and act as the catalyst to create opportunities that support our employees' career development and progression.
- measurable and regularly review the action plan by our internal Equality, Diversity and Inclusion group, our Board and staff colleagues and where appropriate seek external feedback from “experts by experience” for example our Trans Inclusion policy which was co-produced with local LGBT+ groups.
- Working within the Code for Sports Governance and our own business plan to provide us with a framework for our equality, diversity and inclusion of actions.

This plan details the actions we are taking to further equality in Active Humber and specifically our workplace. It also explains our public facing equality duties.

## 4. Purpose

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Our long-term strategy, *'Uniting the Movement across the Humber,'* [Purpose and Role : About Us : Active Humber](#) has a vision to imagine the Humber to be a place where everyone is physically active, every day, for themselves, their communities and the planet. A place of more equal, inclusive, and connected communities. A place where people live happier, healthier, and more fulfilled lives.

This vision translates into how we want our own employees to feel about their employment with Active Humber and our commitment that we place on our organisational values and equality, diversity, and inclusion.

Our wish at Active Humber is to create an inclusive culture where everyone accepts and views as a strength the difference we all bring to Active Humber. It is a place where our employees thrive, as they are our greatest resource and key to the successful implementation of our strategy and this DIAP.

Our DIAP is our roadmap to delivering that vision and takes an internal perspective of Active Humber whilst recognising our role in developing inclusive behaviours across the wider Humber sport and physical activity sector.

We know we have made progress in representation across our workforce and board, but we need to do more. We wish our people to be representative of the Humber community (i.e. based on ONS data), at all levels of Active Humber. This work around workforce representation will complement our work to ensure our employees feel included, voices are heard, and there is progress for all, and everyone is supported at work, and we all have a shared responsibility for making this a reality.

This DIAP therefore is a part of our overall business planning process and in turn our DIAP refers to our overall business and/or strategic plan of Active Humber, in our hope to demonstrate the linkage to our overall strategic direction. We have collaborated with our partners to achieve an understanding of the purpose and impact of our DIAP and how we will work with our partners.

We have 12 business objectives and equality, diversity and inclusion is included in each one. One of the 12 objectives is specifically around inclusion.

## 5. Where are we?

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### 5.1 The current situation

Equality, diversity and inclusion issues and challenges feature in all we do and we welcome that as that is what we must focus on. We must now ensure the changes we have made over the last two years to our culture and ways of working are embedded and look continually to how we can improve that in all we do. We understand the complexity and challenge of doing that successfully. We recognise there will always be challenges and our best way of meeting those challenges is recognising they evolve and we evolve.

Our Board is reflective of the population of the Humber. We run a Community Ambassadors Scheme [The Community Ambassador Programme : Community Ambassador Programme : Get Active : Active Humber](#) and our hope is that this will help to improve the diversity of our board around this protected characteristic as well as the other protected characteristics.

Our staff team is reflective of the population of the Humber other than those who have a disability and /or long-term limiting illness and all staff members are of a White British ethnicity. We are a small staff team and do not have a large staff turnover, so this is an area we need to focus on when vacancies occur.

We undertake staff and board surveys, and the challenge is with a small board and staff team it is easy to identify any person who is not of the majority characteristic of the wider group. This is an area we need to be sensitive to in the needs of our people and find the ways to make the change in inclusive ways.

Our programmes and projects have a strong emphasis on inclusion, and we need to maintain this. We can evidence this from our partners' comments.

Appendix Two gives examples of some of our programmes and projects that we are undertaking to tackle EDI. This is supplemented by programmes and activities such as.

1. Regular briefings to partners on the Active Lives data and what it is telling us about tackling inequalities and reducing inactivity.
2. Groups that we are working with are talking with the board as well as looking at videos of what we do on equality, at the board's quarterly meetings.
3. Developing an ongoing narrative through our communication and marketing work on why we can be trusted, and why you would want to be involved with us around EDI matters.
4. We develop our programmes through co production and co creation with our community and partners.

We believe we have an inclusive culture, and this is confirmed through staff and partner surveys. We will continue to focus on maintaining that open and inclusive culture.

The whole of our financial budget after office rent, services etc. are allocated, is directed towards tackling equality, diversity and inclusion. All staff appointments have been made based on how that specific role and function tackle EDI. We will continue with this approach into the future

All the above points are covered in our action plan.

## 5.2 Protected characteristics

What is our focus and why?

In our aim to help the most inactive be active we recognise that people from protected characteristic groups, based on the Equality Act 2010, often face the greatest barriers to participation. To ensure we are meeting our duty to help understand and remove these barriers we have developed a robust mechanism to ensure people can; See, Report and Support victims of Hate Crime within their settings. For more information on that please see [our hate crime reporting pages](#).

While we base a lot of our work around the groups within the Equality Act 2010, we are keen to use our local knowledge to make sure we meet the needs of the people we serve. An example of this would be that the Equality Act doesn't mention anything about lower socioeconomic groups and the challenges they face in getting active, however we know that this is an issue across the Humber and therefore we need to have this in our thoughts when we discuss our DIAP.

To focus our efforts on EDI we use the most recent data from the Active Lives survey and use additional data from our partners on which communities are the most inactive and facing the greatest inequalities across the Humber. Our current focus based on that collective data is on the following groups.

- Lower socioeconomic groups
- People with a disability and/or long-term health condition
- Those over the age of 55

### 5.3 A trauma informed approach

Why at Active Humber we use a trauma informed approach to tackle inactivity and reduce inequalities.

At Active Humber we want to be proactive in making sure the people in our place are active, however we recognise that our place faces issues, such as high rates of domestic abuse, addiction and poverty, that can make being active the bottom of a long list of priorities. Traditionally, each of the above-mentioned issues has been tackled in isolation due to funding cycles that address the particular need. We believe that these issues are symptoms of a deeper issue, i.e., trauma. We believe fundamentally that people do well when they can, and this is the underpinning message of having a trauma informed approach.

To help us to ensure we can mobilise this theory to help our sport and physical activity providers, each member of our staff team has undergone trauma informed training so that they can take this understanding and framework into their day to day jobs and this will help to create a more inclusive Humber.

We have staff who are ARC Champions, [ARC champion training](#), and have undergone training to be able to train other organisations in this approach. For more information about what an ARC Champion is visit [Trauma Informed information](#). In addition to the offer of training, we are engaging with people via podcasts, in partnership with North Yorkshire Sport and the Yorkshire Sport Foundation. We currently have two podcasts around the topic of positive masculinity, [Continuing the conversation about positive masculinity](#), where we reframe the conversation of toxic masculinity to have a more trauma informed view.

### 5.4 Intersectionality

We recognise that to achieve this DIAP we need to understand and use the concept of intersectionality [What is meant by the concept of 'intersectionality'?](#) in all that we do as a metaphor for understanding the ways that multiple forms of

Inequality or disadvantage sometimes compound themselves and create obstacles that often are not understood among conventional ways of thinking.

We also see intersectionality in how our programmes and services must be tackled, delivered and reported on, in an intersectional way. Also, as a board and staff team we must work in a collaborative and intersectional way amongst ourselves and with partners to tackle EDI issues. We use our constituent (customer) relationship model and database to help us understand the complex relationships we need to develop in this area to best deliver in an intersectional and inclusive way.

## 5.5 The data we review against

We are benchmarking against the population of the Humber and not against other Active Partnerships and the wider sports sector. This is because we want the people that Active Humber employs or who serve as trustees of the organisation to be reflective of the community they serve in terms of diversity.

We rate our progress as follows

- **Green** - reflective of the Humber population
- **Amber** - somewhat reflective of the Humber population
- **Red** - not reflective of the Humber population

The data for board and staff team 2025 can be found here [Equality and Diversity](#)

### 5.5.1 Board - data

The Board has 9 members

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	55% male / 45% female	100% White British	100% no D&LTHC
2022 - Active Humber	55% male / 45% female	87% White British / 11% South Asian	100% no D&LTHC
2025 - Active Humber			
2026 - Humber	51% male / 49% female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

## 5.5.2 Senior Leadership Team - data

There are two posts

5.5.2.1 Chief Executive Officer

5.5.2.2 Head of Development

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	100% male	100% White British	100% No D&LTHC
2022 - Active Humber	50% male / 50% female	100% White British	50% D&LTHC - no 50% D&LTHC - yes

2025 – Active Humber			
2026 - Humber	51% / 49 % female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

### 1.1.1 The Staff Team (including the SLT) - data

There are 11 staff members

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	55% male / 45% female	87% White British / 11% South Asian	100% No D&LTHC
2022 - Active Humber	55% male / 45% female	100% White British	91% D&LTHC - no 9% D&LTHC - yes
2025 – Active Humber			
2026 - Humber	51% male / 49 % female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

## 2. Our Public Pledges

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On our website we have the following public pledges:

- *Active Humber Statement of intent* - <https://activehumber.co.uk/about-us/policies/equality>
- *Yorkshire and Humber Anti Racism in Sport Pledge* - <https://activehumber.co.uk/work-with-us/people/equality-diversity-inclusion>
- *Active Humber is an anti-racist organisation* working towards racial equality across the Humber. The use of language in talking and writing about racial equality is important and at Active Humber we use the following guidelines. - [Writing about ethnicity](#)
- *Disability Confident Employer* - [Equality and Diversity : Policies & Governance : About Us : Active Humber](#)
- *Activity Alliance Member* - <https://www.activityalliance.org.uk/>
- *Yorkshire and Humber Climate Action Pledge*  
-<https://yorksandhumberclimate.org.uk/do/commit-to-the-climate-action-pledge/>

All staff have undertaken White Ribbon training [White Ribbon UK](#) and have made the White Ribbon Promise to Never Use, Excuse or Remain Silent about Male Violence Against Women

## 3. Our Duties

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### 3.1 Governance & Compliance

Our duty as an organisation is to comply with all the relevant laws and legal frameworks that apply to us as a company with limited guarantee and being a registered charity in England & Wales. Our duties also extend within the funding agreements we have with our key funders such as Sport England. There are also several external frameworks that we must comply with, such as the Code of Sports Governance and our annual welfare and safeguarding reviews with the CPSU & ACT. At the time of writing, we are compliant with and have met all the required levels of the standards. It is vital we continue to ensure we remain compliant and find further ways to improve against the standards.

The Active Humber Governance and Standards Committee (GSC) [Governance : Governance : Policies & Governance : About Us : Active Humber](#) on behalf of the board oversees all the above and reports to the board as required at each board meeting. The GSC ensures on behalf of the board that diversity objectives are not just included into the organisational business plan but also in how the board operates e.g. through the board evaluation process, etc. The GSC also undertakes regular reviews of all the Active Humber policies and procedures that we operate to ensure they are inclusive and fair e.g. funding & grants policy, recruitment policy, HR policies, programme delivery policies, etc.

### 3.2 Reporting and dealing with hate crime

Hate Crime is an issue that we know affects people's ability and confidence to participate in sport and physical activity. Because of this we have a duty to ensure that we are visibly challenging and reporting hate crimes as well as upskilling the sport and physical activity providers in our region to do the same.

To meet this duty, we have worked alongside Communities Inc, who run the Stand By Me campaign, to develop our hate crime reporting page on our website. [Reporting Hate Crimes in the Humber](#). We use the model they created of See, Report and Support to look at hate crimes and have promoted this at regular intervals, coinciding with national days such as Race Equality Week, to make sure that this continues to be at the forefront of our online visibility.

Our staff have undertaken a train the trainer course in Bystander Interventions, run by Community In Motion, that allows him to take this learning into sport and physical activity settings to help them understand the issues and how to challenge them more effectively.

We are also part of a wider partnership with Yorkshire Sport Foundation and North Yorkshire Sport called the Yorkshire and Humber Anti-Racism in Sport group. This group is also made up of people representing different sporting organisations as well as Councils across the Yorkshire and Humber region and together we have developed a pledge that we have over 100 signatures on. For more information on the group and to view the pledge please click [Yorkshire and Humber Anti-Racism in Sport Group](#).

We recognise that we have a large, visible platform within the Humber and are therefore mindful of the language we use and also how accessible our content is. Alongside this, we use our communication channels to reinforce our public pledges.

## 4. How does the plan work?

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### 4.1 Responsibility for the DIAP

The responsibility for the implementation of the DIAP sits with the Chief Executive Officer (CEO) who will regularly report to the Board's Governance and Standards Committee which meets quarterly and leads on equality, diversity and inclusion matters on behalf of the board. The GSC then reports appropriately to the quarterly board meetings. The day-to-day delivery of the DIAP sits with the Director of Development (DD) as most staff working on EDI issues report to the DD. The structure of the Active Humber groups dealing with EDI

are.

- A. *Governance and Standards Committee* - three board members form the GSC
- Senior Independent Director
  - Equality, Diversity and Inclusion Director (board champion) - it is the role of this Director with the other GSC members to routinely challenge the decisions made on EDI matters by Active Humber.
  - Welfare and Safeguarding Director

The GSC is supported by the CEO, Director of Development, and HR Consultant.

- B. *Equality, Diversity and Inclusion Group* - This is a group made up of staff members to oversee the EDI work and report to the Board and GSC as necessary. The core membership is.
- Chief Executive Officer
  - Director of Development
  - Development Manager (EDI)
  - Development Officer (Programmes & Projects)

Other staff members are invited as necessary depending on the agenda of topics being discussed.

- C. *Team meetings* - These are whole staff meetings and take place every two weeks and EDI is a standing agenda item. The idea is that these meetings contribute towards making it normal in the workplace to have regular discussions on EDI, so that people feel comfortable doing this in the workplace.

- D. *Development Team meetings* - This group meets monthly and is led by the Director of Development and is where all our Development Managers and Officers report. EDI is a standard agenda item at these meetings and structured around the key protected characteristics we work with.

#### E. *Specific roles of Board & Staff members*

- Chief Executive Officer - Responsible to the board of directors on EDI matters.
- Director of Development - The day-to-day lead on EDI matters and line manager of those delivering on EDI matters.
- Development Manager (EDI) - specific responsibilities to work with the Director of Development to ensure we act in an intersectional way on EDI.
- Development Officer (Programmes & Projects) - to provide business support to the above three posts on EDI matters.
- Board & Staff members in general - EDI is a core element of what they do.

## 4.2 The role of the DIAP in our strategic and business plans

Our strategy '*Uniting the Movement across the Humber*' outlines our overall vision on EDI, and a copy of the strategy can be found on our website. [Purpose and Role : About Us : Active Humber](#) The delivery of our EDI work is through our business plan which comprises four goals and twelve business objectives. We have a specific goal around inequalities which is then split into three business objectives: a) children & young people, b) adults & c) inclusion.

The DIAP works across all of the twelve business objectives and therefore the DIAP forms a part of both our strategy and business plan. The reporting on the business plan is undertaken on a quarterly basis and is reported to the board at its quarterly meetings.

Each of the actions in the DIAP has at least one named person who is responsible for the delivery and reporting of the action undertaken, and this is monitored via the regular team meetings, and quarterly business review meetings.

We produce both an annual report as part of our annual accounts as well as an annual impact report [Impact Report](#) with our progress on EDI reported for public scrutiny. These can be found on our website. It is the responsibility of the Marketing team to ensure that we disclose the data in an open and inclusive way via our website, social media, newsletters, annual reports, case studies, etc.

It is the role of the CEO and GSC to ensure that on behalf of the board all our policies are up to date and cover all that we are required to

do as a company limited by guarantee and a registered charity. These policies are those as our equality, recruitment, pay and reward, etc. Some of our published policies can be found here - [Equality and Diversity](#)

The DIAP is aligned to our overall strategy which is to March 2027 (the end of our current funding submission with Sport England) and the DIAP will be reviewed on an annual basis in line with our business planning cycle.

### 4.3 Review of the DIAP

This DIAP is a two-year rolling plan which is reviewed and updated annually in line with our overall strategic and business plan. The action plan contained with this DIAP is updated annually in detail and the overall summary updated to reflect the current overall situation at that time. The review of the DIAP is reported at the December board meeting each year to take account of the business and financial planning for the next financial and planning year commencing the following 1st April.

## 5. Data

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**Data collection** - We are committed on at least an annual basis, to gather data internally and externally to establish a baseline with corresponding targets (e.g., to match workforce, local population, national population, or customers & communities served). Data is gathered internally through the work of the Active Humber team and external data is collected through engagement from the local community. This provides us with contextual information on local demographics and/or the demographics of the people that Active Humber serves and the partners we work with. This data can be found on our website under the section - [Insight and Resources](#). The data that is collected will also be used to help measure the success of the DIAP actions for the reviews at each quarterly GSC meeting as well as collecting information on what training each member or staff has undergone or needs to attend.

**Data weaknesses** - The data that is collected through Active Lives survey is not of a sufficient quantity and detail to give us any meaningful insight and analysis at a Local Authority level on EDI for most of the protected characteristics. Even at the Humber level, we

need to often combine five years of Active Lives data to gain any significant data on most of the protected characteristics. We have and are in constant conversation with Sport England on how to improve that level of data collection.

**Data areas of interest on EDI** - In addition to improving the data collection on Active Lives in relation to EDI, there are two areas of EDI data we are trying to develop which are relevant to the Humber and which we know are affecting participation rates in the Humber.

- Inequalities in coastal and rural communities (specifically about race and ethnicity)
- Environmental sustainability, climate change and injustice (the Humber being the most prone area in the UK to climate change and those facing the greatest inequalities already, will also be the most affected by climate change)

**Data Analysis** - It is vital that our data is robust through ensuring it has been collected from a variety of sources and we do use different methods to collect this data. The challenge remains on how we identify and respond to any disparities, barriers, or challenges and instances of underrepresentation demonstrated by our data against the nine protected characteristics.

**Acting on the data** - The data will be used to set out our EDI KPIs throughout the DIAP. We will identify any challenges against our data by having quarterly reviews and will respond to any challenges, barriers, disparities, and instances of underrepresentation against our data.

**Publishing the data** - The data we collect on board and staff members on socio-economic data is self declared and with a small staff team and board we will only publish statements of data not statistics.

**Data Communication** - It is the responsibility of the Marketing team to ensure that we disclose the data in an open and inclusive way via our website, social media, newsletters, annual reports, case studies etc. with the involvement of stakeholders on how best to share the information.

## 6. Stakeholders and Partners

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### 6.1 Working in partnership

We cannot implement this DIAP solely by ourselves and for it to be successful we must involve our key stakeholders and partners and listen to those who we work with in our communities in the development of the DIAP. It is vital therefore in our business planning that we allocate sufficient resources on how we will engage with stakeholders, partners, and the community to support the delivery of this DIAP. The actions required are as follows:

- Who are our diverse group of key stakeholders and partners.
- How will we communicate and connect with the various stakeholder groups.
- How we build trust and that we are trusted by specific communities and stakeholders
- How we will engage with those and those who don't engage with us.
- How key stakeholders' input has been considered when deciding on actions to include.
- Consider the equality Impact of the action plan on key stakeholder groups.
- Incorporating stakeholder input and plans for further engagement.
- Develop our own equality diversity networks and consult with the existing wider Humber diversity networks.

We currently have an existing stakeholder engagement plan in place which will be reviewed during 2026 to ensure the above is taken account of.

## 6.2 The range of partners we are working with on EDI matters

Below can be found an indicative list of the partners we are working with at a National, Yorkshire & Humber, Humber and local area basis.

### National

- Sport England
- National equality partners
- Active Partnerships Race equality group
- Sported
- Brownlee Foundation
- Activity Alliance
- Swim England
- Parkinsons UK
- MacMillan Cancer Yorkshire

### Humber Wide

- StreetGames
- East Riding County FA
- Lincolnshire FA
- Yorkshire Cricket
- Disability Sport Yorkshire
- Mind Regional Network Humber
- Humber Violence Prevention Partnership
- Humber Modern Slavery Alliance
- The Office for the Police & Crime Commissioner for the Humber

### The four areas of the Humber

- Hull Voice and Influence Partnership
- Hull Children living with Domestic Abuse Subgroup
- Hull White Ribbon Planning Group
- The Peel Project
- East Riding VCSE group
- East Riding Youth Voice Steering Group
- NELC VCSE Alliance
- NEL Youth Alliance
- NEL VCSE Mental Health Alliance
- North Lincolnshire VCSE Alliance
- North Lincolnshire Stroke Recovery Service
- Hull & East Yorkshire MIND
- Your Wellbeing Service

## 6.3 Dealing with conflict around the DIAP

We recognise that EDI is an area where at times there are many differing and challenging views in our communities and partners as to what is the best way to tackle inactivity and inequalities in physical activity and sport. There is simply no one 'right way' and that any progress forward must be based on a collaborative and inclusive approach. We must recognise that the passion held by those operating in this space will on occasions lead to possible conflict and confrontation on policy and programmes of activity to follow.

We best manage this as Active Humber by living and acting to our three corporate values of; integrity, collaborative and being exemplary in all we do.

This is complemented by being proactive in the various diversity networks that exist across the Humber to help reach a consensus on key decisions and actions. Talking regularly with our partners and communities about EDI is the best means to gain a consensus and at times recognising there is no consensus at present. It is OK we have not reached a decision and/or consensus, and we must just continue to 'work it out'. It is vital that our communities and partners feel included in the decision-making process and that they have a trust in us to act in a fair and inclusive way as the best way to reach a consensus.

## 7. Risk

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We recognise four key risks to the implementation of this DIAP.

- **Operational** - insufficient resource and commitment from staff members to this process and therefore a weak and partial completion of the actions and the creation of a culture that this work does not matter.
- **Strategic** - by not being inclusive and diverse we fail to reach our overall strategic inequality and inactivity targets and this in turn leads to a lack of investment from our strategic partners and funders.
- **Partners** - a loss of belief and trust in our partners that we are committed to this area of work and they choose to no longer work with us.
- **Reputational** - a poor culture and ethos within the staff team and board through a lack of commitment to the DIAP leads to poor actions by the team and board which damages the reputation of Active Humber.

All of the above is managed through our overall risk register which is reviewed quarterly by the board.

## 8. Indicators

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The success of the DIAP will be primarily measured through the achievement of the action plan. We will also use these overall outcome measures

- Percentage and number of staff by protected characteristics.
- Percentage and number of board members by protected characteristics.
- Percentage and number of board and staff by protected characteristics in comparison to the population of the Humber as a whole.
- Percentage of staff experiencing discrimination at work from other staff.
- The percentage of staff believe that their employer provides equal opportunities for career progression or promotion.

## 9. *Board and staff composition*

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Appendix one provides the details on how we are addressing under representation in Active Humber and the actions we are taking to address those issues.

## 10. How we all have a role to play

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We all have a role to play in ensuring the DIAP is followed. We shall do this by all board and staff members being accountable for our own

actions and ensuring the DIAP plan is followed through on all work to be completed within the agreed timescales. This involves the regular update of our DIAP plan, ensuring everyone knows how they are supporting the DIAP and a clear plan in place to resolve any issues that occur.

## 11. Next Steps

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Over the next 2 years we are looking to develop and implement this DIAP, our board, staff and EDI working group to ensure we are constantly moving forward on this issue. We shall continue to analyse and plan to reduce the barriers individuals are facing in being active in physical activity and sport.

We remain committed to our long-term strategy, '*Uniting the Movement across the Humber,*' [Purpose and Role](#) as our vision that the Humber is a place where everyone is physically active, every day, for themselves, their communities and the planet. A place of more equal, inclusive, and connected communities. A place where people live happier, healthier, and more fulfilled lives. If we follow that vision, this DIAP and its four ambitions, numerous actions and the intersectionality between them, we feel confident we can achieve our DIAP and EDI vision and mission.

## Section 3

# Our Plan

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1<sup>st</sup> April 2026 to 31<sup>st</sup> March 2028

- 16. What are the key ambitions for the plan?
- 17. The Plan



## 12. What are the ambitions for the plan?

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After a consultation with the board, staff and key stakeholders and partners, we have agreed on 4 key ambitions that underpin and guide our DIAP. Those ambitions are.

Ambition 1: **Leadership & Strategy** - Our leaders are visible and passionate on inclusion

Ambition 2: **Governance** - Robust governance helps us ensure EDI is championed, tracked and improved over time

Ambition 3: **Representation** - Our people are reflective of the Humber community and population

Ambition 4: **Stakeholder participation** - We talk and act confidently about inclusion

Ambition 4: **Data, understanding & learning** - Data collection & analysis underpins all our EDI actions

There is a lot of interplay between each ambition as to the required tasks and actions to be undertaken, and this is recognised by all involved. This is not seen as an issue but rather recognises the intersectionality between the ambitions.

### 13. The plan

The plan is outlined below. For ease of using this document, the reporting of 'actual performance progress' against each action will be reported in a separate document as part of the annual review of the DIAP.

Goal Number	Objective	Action Point	By Whom	By When	Measured By
Ambition 1: <b>Leadership –</b> Our leaders are visible and passionate on inclusion	1.1. Ensure our <b>leadership team</b> understand their role in driving forward our equality, diversity and inclusion ambition	The CEO & Director of Development ensure their understanding is up to date and relevant.	DG & NM	Ongoing	A variety of evidence presented both internally and externally to the board that this action has been reached and will be maintained.
		Seek confirmation of this from board, staff and external partners	DG & NM	Ongoing	
	1.2 <b>Intersectionality</b> We consider this issue in all our decision making.	Training for staff on this concept.	Development Manager (EDI)	Ongoing	Course held
		Agree on how to demonstrate and ensure this in our work.	Development Team	Autumn 2026	Policy in place

<p>1.3. Continue the <b>discussions about all protected characteristics</b> to surface the lived experiences of people in the Humber.</p>	<p>Ensure all staff and board members understand our work around the protected characteristics via discussions, training, etc.</p>	<p>DM (EDI)</p>	<p>Discussions ongoing</p> <p>Topic review at the December meeting</p>	<p>Number of staff attending training sessions</p> <p>Level of staff &amp; board understanding improved</p>
<p>1.4 <b>Agree language and tone</b> around EDI representation and embedding this culturally in our organisation</p>	<p>Ensure clear guidelines are in place</p> <p>Ensure all staff are confident using the guidance and doing that.</p>	<p>Marketing team to lead</p>	<p>December 2026</p>	<p>Number of posts, etc made and compliant with the guidance.</p>
<p>1.5. Develop and support our internal <b>EDI Working Group</b> to review and monitor how Active Humber is delivering against this DIAP.</p>	<p>Support EDI working group members in their role.</p> <p>Benchmark against other Active Partnerships</p>	<p>DG, NM, DM(EDI), RL &amp; HR.</p>	<p>Ongoing and review as part of the EDI working group meetings.</p> <p>On an ongoing basis</p>	<p>EDI feel supported and confident in their role.</p> <p>Active Humber is seen as performing well in EDI by Sport England.</p>

<p>1.6 <b>Published targets</b> - We publish on our website clear equality diversity objectives and relevant targets.</p>	<p>Targets and regular progress updates published on the website</p>	<p>Lucy Playford</p>	<p>Ongoing but at least annually in December</p>	<p>Monitored via reports to GSC.</p>
<p>1.7 <b>Consistent Language</b> - we use consistent language and methodologies based on the latest advice from HM Government and key equality partners.</p>	<p>Agree what language we will use.</p> <p>Ensure it is used in all our communications.</p>	<p>DG, DM (EDI), LP &amp; HR</p> <p>Marketing Team</p>	<p>Review each Spring</p> <p>Ongoing</p>	<p>Published on website</p> <p>Monthly reviews of comms</p>
<p>1.8. Define our <b>internal communications approach</b> for equality, diversity and inclusion</p>	<p>Marketing plan is inclusive in its actions</p> <p>Communication training completed</p>	<p>Marketing team</p>	<p>Review each quarter at the GSC</p> <p>Review each December</p>	<p>% of actions completed and the number of actions related to inequalities.</p> <p>All Marketing team attended the agreed training</p>

<p>Ambition 2: <b>Governance</b></p>	<p>2.1 Continue with <b>equality training for all staff</b> to increase awareness, reduce bias and build inclusive skills</p>	<p>All staff to attend the Activity Alliance LEAD training and delivery of associated action Plans.</p>	<p>Active Humber Team</p>	<p>Autumn GSC</p>	<p>The Activity Alliance is delighted with the progress and actions we have undertaken.</p>
	<p>2.2 <b>Support</b> - we will build psychological safety throughout all levels of Active Humber.</p>	<p>Training event held around psychological safety</p> <p>Agree actions to follow</p>	<p>DG &amp; NM</p> <p>DG &amp; NM</p>	<p>Summer</p> <p>Autumn</p>	<p>Levels of safety reported via staff surveys, team meetings &amp; GSC.</p> <p>Staff reporting feeling psychological safe.</p>
		<p>Continue with existing equality conversations with equality partners on our training needs and for others across the Humber</p>	<p>Development Team</p>	<p>Ongoing</p>	<p>Number of training sessions staff attend</p>

Attended mental health awareness, disability awareness, LGBTQ+ ally training	Development Team	Ongoing	Number of training sessions staff attended	
2.3 <b>Programmes</b> - We stress test all our programmes on their ability to tackle inequalities through equality impact assessments.	Equality impact assessments are current	NM & HR	Ongoing	Approval of EIAs by the GSC
	This is core to all our place-based expansion work	DG & NM	Ongoing	The level of action inequalities in each bid.
	The equality work we do with partners across Y&H, e.g. anti-racism in sport	DM(EDI), DG & NM	Ongoing	Level of completion by us within each agreed plan of action.
	The role of the Sport Welfare Officer programme.	Mary Smith	Ongoing	Met all the agreed performance standards with Sport England.

2.4. Review and, where necessary, update our <b>HR policies</b> to ensure that they are inclusive.	Implement new policies where there may be gaps	DG, NM, HR	Autumn GSC	Report to the EDI subgroup & GSC with evidence to comply with current best practice and policy
<b>2.5. Employee experience</b>	Use a variety of methods to understand, measure, and act upon employees' experience. Team meetings held biweekly 1-1s held quarterly Thematic groups run as needed e.g. staff equality policies	CEO & Line Managers with Active Humber Team	Review each quarter at the GSC	Staff feedback obtained and acted upon High levels of staff satisfaction being recorded
<b>2.6. Equal Pay</b>	Review salary scales and place of employees within the staffing structure	CEO & the GSC.	Review annually as part of the budget process	Our pay levels are reflective of the wider Active Partnerships network salaries and rewards.

2.7 <b>Rewards &amp; Recognition</b> - Ensure all elements of rewards and recognition are fair and reflect equality and diversity.	Review current rewards & recognition policy	HR	Spring GSC	Review results agreed by GSC and any revisions implemented.
	Update policy and agree any amendments required	HR	Summer GSC	Revised policy agreed by GSC and implemented.
2.8. Achieve our <b>Disability Confident Employer Scheme</b> commitments	Complete the Activity Alliance LEAD assessment	Active Humber Team	Ongoing	LEAD assessment and action plan achieved.
2.9. As part of the <b>Race at Work Charter</b> our board & CEO agree measurable inclusion goals	Goals are agreed with staff and published on our website	CEO & Board	Winter 2026	% of goals achieved successfully

	2.10 <b>Risk</b> - we recognise the key risks to lack of implementation of this DIAP.	<p>Manage the identified –</p> <p>Operational risk</p> <p>Strategic risk</p> <p>Partners risk</p> <p>Reputational risk</p>	<p>NM</p> <p>DG</p> <p>NM</p> <p>DG</p>	Ongoing	Manage via our risk register
Ambition 3: <b>Representation</b>	3.1 Explore <b>non-traditional routes</b> into Active Humber	Successful implementation of the Community Ambassador Programme across the Humber	Development Team	Review each quarter at the GSC	<p>Range of community ambassadors (CA) appointed reflective of the Humber population.</p> <p>How engaged the CAs feel with our work</p> <p>Number of their stories being shared to inspire others.</p>

<b>3.2 Recruitment -</b> Our recruitment process are inclusive and up to date	- Review existing systems and processes	HR	Summer GSC	Reviewed by the GSC as part of the ongoing recruitment processes to assess the level of compliance with our policies.
	- Use inclusive search criteria on all vacancies	HR	Ongoing	
	- Address barriers to recruitment	HR	Ongoing	
	- Use of inclusive interview processes	HR	Review and ongoing	
	- Use of Humber equality partners e.g. HEY confident futures to attract possible candidates	CEO & NM	Review and ongoing	
<b>3.3 Board and staff composition -</b> we will implement our plan on <i>Addressing under representation in Active Humber</i> - see Appendix one	Actions at a:			Progress made against the plan - see Appendix one.
	Board level	Board, CEO & HR	Spring Board meeting	
	Senior leadership Team	DG, NM & HR	Ongoing	
Staff Team	DG, NM & HR	Ongoing		

<p>3.4. <b>Advertise roles in an inclusive way more widely</b> to reach new and more diverse groups and networks.</p>	<p>Always review where does the job advert get shown e.g. community centres, job centre's</p>	<p>DG, NM, HR</p>	<p>Review for each job role.</p>	<p>A spreadsheet of where each job advert has been published.</p>
<p>3.5. <b>Workplace adjustments -</b> Provide ongoing, comprehensive, and anticipatory support for an inclusive and barrier free workplace.</p>	<p>Continue with our policies to allow for agile working and as appropriate contribution towards equipment</p>	<p>DG &amp; HR</p>	<p>Ongoing and review at the GSC on a case-by-case basis</p>	<p>High levels of staff satisfaction are measured via staff feedback.</p>

3.6. Work towards Inclusive Employers' <b>National Inclusivity standards.</b>	Implement the national inclusivity standards across Active Humber.	DG, NM, HR	At the standards by December GSC	Ensure we are meeting the national inclusivity standards year on year
3.7. Implement positive action initiatives to develop existing employees and build a <b>talent pipeline from Within</b> Active Humber in a psychologically safe environment.	Training opportunities  Signing up to training sessions  Self-motivation	CEO, HR & GSC.	Spring GSC	Number of training sessions staff attend
3.8 <b>Employee Forum</b> - Our employee forum meets on a regular basis to discuss EDI matters.	Set dates for forum to meet  Ensure agreed tasks are actioned	NM  NM	June GSC  Ongoing	Report at GSC  GSC content agreed actions implemented

<p>Ambition 4: <b>Stakeholder participation</b> - We talk and act confidently about inclusion</p>	<p>4.1. Develop initiatives, partnerships and programmes to enable targeted <b>upskilling and capacity building</b> among priority Groups</p>	<p>Focus on Running White Ribbon Training Sessions</p>	<p>Development Manager (EDI)</p>	<p>March GSC</p>	<p>Number of staff and partners attending the sessions</p>
	<p>4.2 <b>Stakeholders</b> - Allocate sufficient resources on how we will engage stakeholders and partners to support the delivery of our goals on EDI.</p>	<p>Implement our stakeholder and partner plan</p>	<p>CEO</p>	<p>Review each quarter at the GSC</p>	<p>Improve partner score and wider range of equality partners working with.</p>
	<p>4.3. Continued <b>engagement with external partners</b> (e.g. Sport England) to support us in becoming more inclusive</p>	<p>Continue to roll out our trauma informed training</p> <p>Membership of the Humber VCSE sector equality partnerships</p> <p>Membership of regional and national equality groups</p>	<p>Development Manager (EDI)</p> <p>NM</p> <p>DG, NM &amp; DM(EDI)</p>	<p>Review each quarter at the GSC and revise the approach as required on a quarterly basis.</p>	<p>Number of equality partners and groups we are in active collaboration and membership with.</p>

<p><b>4.4 Lived experiences</b> - we will provide opportunities for under-represented groups to share their lived experiences, share knowledge and feed into decision-making of Active Humber in a psychologically safe environment.</p>	Community Ambassador programme rollout	TF	Spring GSC	Agree Programme measures & report to GSC
	Community programme conversations held on a frequent basis	NM	As part of work programmes	Evidence to GSC on how we are changing our approach.
	Presentations and discussions with the community at the board	DG	Quarterly	Better and more.
<p><b>4.5 Stakeholder participation</b> and how we communicate our EDI Commitment to stakeholders</p>	Stakeholder engagement plan	CEO & Marketing team	June GSC	High score in our partner satisfaction measures on this matter

4.6 Host regular <b>Events &amp; conferences</b> around equality, diversity & inclusion which are codesigned and co-delivered with stakeholders.	Active Humber partner conferences	Active Humber staff	2 to be held Spring & Autumn	High levels of partners satisfaction with the content of the conferences.
	Thematic events - as required on each protected characteristic.	Development Managers	As required throughout the year	3 thematic events held and high levels of partners satisfaction with the content of the events.
	Use these events to attract, engage, and include a more diverse cohort of leaders from across the system.	Active Humber board and Staff	Ongoing	The diversity of those attending our conferences and events.
4.7 <b>Learning</b> - we have an open learning culture around EDI issues.	Develop questions related to EDI in our staff surveys	Development Manager (EDI)	October GSC	Surveys undertaken and data analysed
	Address trends or challenges	NM	Ongoing	Plan & measures agreed with GSC
	Learning plan in place	Development Manager (EDI)	October GSC	Measured by reports to the GSC

Ambition 5: <b>Data, understanding &amp; learning</b> - We foster an inclusive culture across Active Humber	4.8. On-line <b>equality, diversity and inclusion training</b> . Training to be reviewed and benchmarked against new providers.	<p>Agree training to be undertaken on</p> <ul style="list-style-type: none"> <li>Disability awareness</li> <li>Race &amp; Ethnicity</li> <li>Inclusive employers</li> <li>LGBTQ+ Ally training</li> <li>Mental health awareness</li> </ul>	Active Humber Team	Summer GSC and going Review at the GSC	Number of training sessions staff attend and reported at GSC and they are content this objective has been achieved
	5.1 <b>Demographics</b> - Demonstrate the extent to which Active Humber (in its leadership, staff, volunteers and stakeholders) reflects the demographics of the communities we serve.	<p>Publish baseline position</p> <p>Consult with those groups not represented within our workforce.</p> <p>Act upon the results</p>	<p>Nicola Massingham (NM) &amp; HR</p> <p>NM &amp; Development Team</p> <p>The Team</p>	<p>Summer GSC</p> <p>Autumn GSC onwards</p> <p>Autumn GSC onwards</p>	<p>Regular topic at Team meetings as to what is our next action</p> <p>Reported quarterly to GSC as the success of the agreed actions undertaken.</p>

5.2. <b>Data</b> - We collect, analyse, act upon and publish high quality and consistent equality data.	Review of current rewards & recognition policy	HR	Spring GSC	Review results agreed by GSC and any revisions implemented.
	Update policy and agree any amendments required	HR	Summer GSC	Revised policy agreed by GSC and implemented.
5.3 <b>Survey</b> - Annual culture survey to assess if all Board and staff feel psychologically safe, more included and valued in the workplace	Undertake survey each Autumn	CEO via external company	Autumn GSC	Increased and sustained levels of physiological safety reported by the board and staff members.
	Analyse results late Autumn	CEO via external company	Autumn GSC	
	Board to assess next steps and actions	Board & CEO with consultant	December Board	
5.4. Greater transparency of <b>equality data in recruitment</b>	Make sure the most up to date data is posted on the website.	DG, NM & LP	Review as required at the GSC meeting.	Number of diverse applicants applying.

# Appendices

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## **Appendix One** - Addressing underrepresentation in Active Humber

1. Purpose
2. The Humber
3. Progress since 2018
4. Numbers
5. Our aims on the board, senior leadership team (SLT) and staff team
6. Diversity review (board, SLT, staff team)
7. Initiatives aimed at addressing underrepresentation in the organisation

## **Appendix Two** – Case studies on our current equality work

# Appendix One - Addressing underrepresentation in Active Humber

Moving our board and staff team ever closer to being truly reflective of the Humber population.

## 1. Purpose

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This subsection of the DIAP is about the people that Active Humber employs or who serve as trustees of the organisation and ensuring that they are reflective of the Humber community they serve in terms of diversity.

This plan sets out how Active Humber will measure, evaluate and learn to improve the diversity of the board, senior leadership team and the staff team. This plan is a subset of our People Plan, DIAP and wider business plan.

The context for the diversity of our board and staff team is set out within our vision and mission to.

- Vision - The Humber, is a place where everyone is physically active every day, for themselves, their communities, and the planet.
- Mission - To get the most inactive, and those facing the greatest inequities to be active, for themselves, their community and the planet.

## 2. The Humber

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The most recent population statistics for the Humber can be found here - [Humber population data](#) A summary of the implications of the statistics can be found here - [insight-and-resources](#)

Active Lives tells us the most inactive groups facing the greatest inequalities in the Humber are

- Lower socioeconomic groups
- People with a disability and or long-term health condition
- Those over the age of 55

Active Humber is committed to having a board and team capable of serving these groups and ensuring those groups play a vital role in the decisions that Active Humber makes on how its services and programmes are developed and delivered. Also that the diversity of the board and staff team is not seen in isolation to all the other work we do around equality, diversity and inclusion.

### **3. Progress since March 2018**

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We are using 2018 as our baseline for monitoring our progress in this policy. We established a baseline as part of the Code of Sports Governance criteria at that time and the commitment to be as diverse as the community we serve. This was supported by the release in 2020 of the report from UK Sport & Sport England - *Diversity in Sports Governance survey 2020*.

### **4. Numbers**

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Active Humber has a relatively small number of people in the board and staff team at just under 20. We have made the decision to look at the composition of the board and team as one and only divide when a specific issue has been identified e.g. the gender split of the board and the ethnicity of the board.

## 5. Our aims on diversity in the Board, Senior Leadership Team (SLT) and staff team

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### 5.1 The context

The Board recognises the following.

- The 9 protected characteristics
- The population data for the Humber
- What the Adult & Children and Young People Active Lives data is stating about the participation rates of the protected characteristics across the Humber.
- Humber based reports about inequalities e.g., Health JNSA.
- Sport England - Code of Sports Governance and EDI requirements for funded partners.

In how the board sets the diversity targets for the board, senior leadership team (SLT) and staff team to reflect the profile of the wider Humber population.

### 5.2 Priorities for board, SLT and staff team composition

The board has decided that the work to make the board, SLT and staff team composition more diverse and to best take account of the information in section 5.1, Active Humber should continue with the current focus into 2024/25 in the areas of.

- 5.2.1 Gender
- 5.2.2 Ethnicity
- 5.2.3 Disability & Long-term health conditions

Considering those people within these groups who are facing the greatest inequalities and most often those persons who are from lower socioeconomic groups.

### 5.3 Priorities for programmes and services

The board through its wider programmes and services also looks at the data for the Humber and will continue to do all it reasonably can through its programmes and services to support the groups below as well as encourage them to take part in our consultation processes the organisation undertakes, e.g., social media, conferences, forums, appreciative inquiries, etc.

- 5.3.1 Age
- 5.3.2 Transgender
- 5.3.3 Sexual orientation
- 5.3.4 Marital status
- 5.3.5 Level of education
- 5.3.6 Religion
- 5.3.7 Pregnancy and maternity
- 5.3.8 Economic status

## 6. Diversity Review - Board, SLT and Staff team

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This section explains how we have and will set diversity targets for the composition of the board, SLT and staff team in relation to the wider Humber population. The small number of total people means there needs to be a balance of looking at the group as a whole and individual groups i.e. the board v staff employed.

### 6.1 The review period

- 6.1.1 1st review and baseline - March 2018 - Key priority - gender diversity
- 6.1.2 2nd review - March 2020 - Shown in the report *Diversity in Sports Governance survey 2020*. - key priority - ethnic diversity

6.1.3 3rd Review - March 2022 (postponed to December 2022 due to new board appointments and a significant staff restructure)  
- results shown below at 6.2 - Key priority going forwards greater inclusion of those with a D&LTHC

6.1.4 4th Review – This took place in November 2025

6.1.5 5<sup>th</sup> Review – This is planned for the Autumn of 2027

## 6.2 The data we review against

We are benchmarking against the population of the Humber and not against other Active Partnerships and the wider sports sector. This is because we want the people that Active Humber employs or who serve as trustees of the organisation to be reflective of the community they serve in terms of diversity.

We rate our progress as follows

6.2.1 **Green** - reflective of the Humber population

6.2.2 **Amber** - somewhat reflective of the Humber population

6.2.3 **Red** - not reflective of the Humber population

The data for board and staff team 2022 can be found here [Equality and Diversity](#)

## 6.3 Board - data

The Board has 9 members

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	55% male / 45% female	100% White British	100% no D&LTHC

2022 - Active Humber	55% male / 45% female	87% White British / 11% South Asian	100% no D&LTHC
2025 - Active Humber			
2026 - Humber	51% male / 49 % female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

#### 6.4 Senior Leadership Team - data

There are two posts

6.4.1 Chief Executive Officer

6.4.2 Head of Development

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	100% male	100% White British	100% No D&LTHC
2022 - Active Humber	50% male / 50% female	100% White British	50% D&LTHC - no 50% D&LTHC - yes
2025 - Active Humber			
2026 - Humber	51% male / 49 % female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

## 6.5 The Staff Team (including the SLT) - data

There are 11 staff members

Year	Gender	Ethnicity	D&LTHC
2018 - Active Humber	55% male / 45% female	87% White British / 11% South Asian	100% No D&LTHC
2022 - Active Humber	55% male / 45% female	100% White British	91% D&LTHC - no 9% D&LTHC - yes
2025 - Active Humber			
2026 - Humber	51% male / 49 % female	95% White / 5% Other ethnicities	79% D&LTHC - no 21% D&LTHC - yes

## 7. Initiatives aimed at addressing underrepresentation in the organisation

### 7.1 General points

We want to recruit from within the Humber as so often people are brought in from outside of the Humber to board and senior positions across the VCSE sector. The national recruitment agencies working in this area of equality focus very much in the large urban areas and

have little experience or contacts to recruit effectively in areas such as the Humber. We wish to support those agencies operating in the VCSE within the Humber in terms of recruitment especially programmes and organisations like HEY Confident Futures, the Smile Foundation, The Forum, Marketing Humber, etc.

## **7.2 Board**

1. Review again our process on how best to recruit to the board
2. Continue to implement our community ambassadors scheme
3. Lived experience session at each board meeting
4. Board learning events on EDI
5. Use of observers at board meetings
6. Speaking at HEY Confident Future events etc. CEO & Equality Lead

## **7.3 Senior Leadership Team**

1. Equality training
2. Explore the possibility of extending the membership of the SLT
3. Involve colleagues even more in the decision-making process of the SLT
4. Support the work that the Active Partnerships network is undertaking on EDI & leadership
5. Working with colleagues in the HEY Confident Futures Network [HEY Confident Futures Leadership Network : Hull & East Yorkshire](#) to encourage others into leadership and management.

## **7.4 Staff team (including SLT)**

1. Review again our process on how best to appoint to the team
2. Continue to implement our community ambassadors scheme
3. Encourage team members to actively participate in the HEY Confident Futures programme
4. Equality training
5. Look at further placements with Leeds Beckett University & University of Hull re students from lower

socioeconomic backgrounds to gain experience in the industry.

### **How are these initiatives monitored and by whom?**

This plan is monitored by the Governance and Standards Committee (GSC) and reviewed

- On at least an annual basis - May meeting
- At any time when a new board appointment is needed or new staff members are recruited.
- As required in response to changes in governance and EDI requirements required by Sport England.

The GSC will inform the board at its next meeting of any changes or actions needing to be taken.

The lead officer for this policy area is the CEO.

## Appendix Two - Case studies on our current equality work

### 2.1 Participation in sport by the Trans community

During the earlier stages of our conversations around diversity and inclusion we started to create a Trans Inclusion Policy. This policy was incredibly challenging to create due to the ever-changing landscape of trans inclusion in sport as well as the differing views and standpoints of the relevant NGB's. To counter this we thought more about what we were hoping to achieve by creating the policy and that was to increase the participation levels of the groups who were the most inactive.

To do this, we directed our thinking, and ultimately the policy, into two distinct categories. Participation and Competition. For the Competition section our hands were tied, often, by the rules and regulations set out by the sports own NGB's guidelines. However, most of the rules in place only were relevant to the competitions within the sport and said nothing about lower levels of participation. We knew that we were not trying to create world champions, our aim is for more people to be active, so we created the Participation section which allows organisations to recognise that without the competition element they don't need to know a person's gender identity or how much testosterone, for example, they currently have in their body. In terms of inclusion this has the potential to be hugely impactful as the requirement to disclose this information is a huge barrier to participation.

Other barriers to participation we have found, for example being anxious about new places and people, not being able to arrive on time and not having the most up to date, if any, equipment, can be daunting to try and challenge as they seem like such huge societal issues. The way Active Humber believes it best to do this is by helping the sport and physical activity organisations across the Humber to become Trauma Aware and to understand that people do well when they can. With that in mind all our staff have either attended or are booked on to attend Trauma Informed

Training and our Development Manager (communities and inequalities) is an ARC Framework champion [Home - ARC Framework](#) and is able to offer training to sport and physical activity providers.

With a better understanding of how people's behaviour and the way they present in sessions is not always a choice we can start to shape the Humber sport and physical activity sector into a place that meets the needs of the most inactive and this will help us to achieve our long term aims.

After this understanding we also are leading the way in promoting how to See, Report and Support people who are the victims of Hate Crimes. All staff have received bespoke Bystander Awareness training provided by Communities Inc [Home - Communities Inc](#) and our Inclusion Lead, Luke, has also undergone extensive training in this topic by Community in Motion [Communities in Motion/Train The Trainer Bystander Training | Humber Violence Prevention Partnership \(humbervpp.org\)](#) to allow him to offer the training to the sport and physical activity organisations in our region.

## 2.2 Active Humber programmes and projects

- [Case studies : Active Humber](#) - general information around our development programmes.
- We have formed a partnership with Hull Roundheads, a local LGBT+ Inclusive Rugby team and Cornerhouse, a local relationships and sex education charity, to create a series of workshops to be delivered in sport and physical activity settings in the Humber. For more info please see <https://youtu.be/mXhtCeslfs> and [SAFER](#)
- This link shows our Girls Carousel Events video where Active Humber has been working with local leisure providers and secondary schools to help engage young girls into sport and physical activity  
<https://www.youtube.com/watch?v=9yLLGLEqSSg>
- This link shows the work Active Humber have been doing on the Get Out Get Active programme  
<https://www.youtube.com/watch?v=OXOTRNBq1uw&t=27s>
- Community Ambassadors Scheme [The Community Ambassador Programme](#)

- Hate Crime reporting - [Hate Crime Reporting Page](#)
- Trauma informed working - [Trauma Informed information](#)
- Conversation on positive masculinity [Yorkshire & Humber Learning Community | Podcast on Spotify](#)
- Tackling anti-racism - [Anti-Racism in Sport Group](#)
- White ribbon in the community - [#2 | We talk about the White Ribbon campaign and how clubs and community settings can help #ChangeTheStory. - Yorkshire & Humber Learning Community | Podcast on Spotify](#)

### 2.3 Our Public Pledges

- *Active Humber Statement of intent* - <https://activehumber.co.uk/about-us/policies/equality>
- *Yorkshire and Humber Anti Racism in Sport Pledge* - <https://activehumber.co.uk/work-with-us/people/equality-diversity-inclusion>
- Active Humber is an anti-racist organisation working towards racial equality across the Humber. The use of language in talking and writing about racial equality is important and at Active Humber we use the following guidelines. - [Writing about ethnicity](#)
- *Disability Confident Employer* - [Equality and Diversity : Policies & Governance : About Us : Active Humber](#)
- *Activity Alliance Member* - <https://www.activityalliance.org.uk/>
- *Yorkshire and Humber Climate Action Pledge* - <https://yorksandhumberclimate.org.uk/do/commit-to-the-climate-action-pledge/>

## 2.4 Active Humber policies and procedures

- Impact report – [Impact Report](#)
- Active Humber statement of intent <https://activehumber.co.uk/about-us/policies/equality>
- Insight and resources - [Insight and Resources : Insight & Resources](#)
- Reducing inequalities - [Reducing Inequalities : Insight & Resources](#)
- Policies - <https://activehumber.co.uk/about-us/policies/equality>
- Vision and mission - *Uniting the Movement across the Humber* - [Purpose and Role](#)
- Training undertaken
  - Trauma informed - [Humberhttps://arcframework.org/](https://arcframework.org/)
  - Bystander - [Communities inc](#) and [Hmbervpp - communities-in-motion-train-the-trainer-bystander-training](#)

# Diversity and Inclusive Action Plan (DIAP)

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