

## Action Plan

### Statement of intent

Community Leisure UK is committed to promoting equality, diversity and inclusion and condemns discrimination and racism in all forms. We recognise the presence of systemic inequality, discrimination and racism within our society and understand the role and platform we have to acknowledge, address and take action against it as part of our work as a representative body within the public leisure and culture sectors.

These values cut across everything we do and align with our business plan and priorities.

Our core work is to represent and provide a network for leisure and culture trusts across the UK, to promote the trust model and to harness the power of the collective to strengthen our members' contribution to communities. Our members are all charities, societies or community interest companies (with a public benefit asset lock) providing accessible and affordable public leisure, sport, arts and/or culture services for communities across England, Scotland and Wales.

We have identified three ways to deliver on these commitments of equality, diversity and inclusion as an organisation: working with our members, engaging with our partners, and educating ourselves as an organisation.

We inform our members and provide actionable advice on increasing equality, diversity, and inclusion within their own organisations and work in collaboration with partners.

Through our partnerships, we actively encourage awareness around equality, diversity and inclusion, and utilise our networks to engage with and include organisations that represent marginalised or under-represented groups in our and members' work.

As an employer, we actively encourage our employees to seek out learning opportunities relating to equality, diversity and inclusion. Employees are encouraged to share this learning within the team to support organisation-wide learning and growth. We are committed to providing equal opportunities throughout employment with Community Leisure UK, including the recruitment, training and development of employees.

These priorities will be embedded within our annual business plans and will be monitored and evaluated to ensure that we are making progress on them.

## Action Plan

### Scope of this plan

This EDI Action Plan identifies Community Leisure UK's EDI work priorities as identified through member discussions. This will be reviewed on a yearly basis to ensure alignment with the needs of members, the position of the organisation, and CLUK's annual business plans.

When discussing equality, diversity and inclusion within our membership and with partners, we mean to refer to equal opportunities for participation in public leisure and culture in the broadest sense. This is in line with the [trust model](#) that our members work with, reinvesting profits into the organisation and therewith subsidising access and programmes for communities across England, Scotland and Wales. This ensures that individuals, community groups and families, regardless of where they live, their income or their ability to engage, have access to affordable and subsidised public leisure and cultural services.

In addition, when discussing and addressing equality, diversity and inclusion, we include any individual or group of people with protected characteristics as per the Equalities Act (2010), including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

### Monitoring and Evaluation

The EDI action plan will be reviewed at the same time as the CLUK business plan, that is biannually in a formal review, in regular reports to the CLUK Board, and monthly as part of the work plans of the Community Leisure UK staff team.

The role of Community Leisure UK is that as a facilitator with members and connector with partners and external organisations. As such, we do not have many set targets by which we aim to achieve a certain outcome.

However, we will use the first year that this EDI action plan is in place, financial year 2021-22, to horizon scan and actively facilitate conversations within the membership and with external organisations. This includes a series of virtual webinars during autumn/winter 2021-22. We envision that this will lead to the identification of key areas where our members can make the most change or need the most support, which will be used to inform our work in the years to come.

On an organisational level, this first year is used to build our own capacity and EDI support for members, including a review of our own EDI policies, a renewed stakeholder database dedicated to EDI, and the introduction of EDI learning to our team development days, as outlined in the action plan below.

## Action Plan

Objective	Main actions	CLUK work and SIG alignment	Measures of success
Encourage workforce diversification and equal opportunities within public leisure and culture	Support conversations around diversity at all levels, from front of house, mid- and senior-level to Board diversity	<ul style="list-style-type: none"> <li>● Work with partners and the Chairs &amp; Trustees SIG to support members on an audit for their Board to increase diversity and support with the promotion of Board positions to a wider audience.</li> <li>● Work with partners and the Safeguarding, Single Sites, Culture, Swimming &amp; Aquatics and HR SIGs to help members understand their current workforce diversity and barriers, and identify how to promote leisure and culture positions to attract a more diverse workforce.</li> <li>● Active participation on the EmployAbility Strategic Partners workgroup to provide career opportunities in leisure to disabled people.</li> <li>● Recognise CLUK's lack of organisational- and member diversity, learning from the EDI work and ensuring wider promotion of any upcoming vacancies, where possible.</li> </ul>	<p>Dedicate the autumn 2021 and/or winter 2022 Chairs &amp; Trustees SIG meeting to Board audits, inviting members to share their experience and reviewing advice from partners on increasing Board diversity.</p> <p>Through the HR and Chairs &amp; Trustees SIGs, develop a list of promoters that members can contact to advertise new positions and attract a more diverse workforce.</p> <p>Workforce diversification and inclusive participation will be proposed as a standing agenda item for the HR, Chairs &amp; Trustees, and other operationally-focused SIGs (currently including Safeguarding, Culture, Single Sites and Swimming &amp; Aquatics). Partners will be invited to support these discussions as appropriate.</p> <p>CLUK will actively seek out partnerships and collaborations to promote inclusive participation in public leisure and culture, including workforce diversification.</p>
	Work with partners and members on the promotion of the leisure and culture sectors as a career choice for individuals from all backgrounds		
	Capture data of diverse workforce participation rates		

	through CLUK's annual HR survey.	<p>consequently work with partners and members to improve data collection.</p> <ul style="list-style-type: none"> <li>• Work with partners to identify general levels of workforce diversity across public leisure and culture.</li> <li>• Raise awareness of current levels of diversity within public leisure and culture workforce through the HR SIG, and facilitate conversations around increasing diversity.</li> </ul>	<p>regulation, therefore the focus will also be on understanding what data is captured and for what purposes. Alignment for this work may need to come through the GDPR Compliance SIG if members' own data collection mechanism needs to be reviewed and updated, pending the results of the 2021 survey.</p> <p>At the same time of the 2021 survey, the CLUK team will work with partners to identify general levels of workforce diversity across the sector, and work with them to create a common position statement / messaging for the sector as appropriate.</p> <p>Following the review with members through the HR survey and work with partners, CLUK will facilitate conversations with members through the HR SIG on increasing workforce diversity, in line with sector developments and member's capacities.</p>
Identify and address barriers to engagement in public leisure and culture	Work with partners and members to identify and address the barriers to engagement in public leisure and culture	<ul style="list-style-type: none"> <li>• Work with partners and the operationally-focused SIGs (incl. Safeguarding, Culture, Swimming &amp; Aquatics, and Single Sites) to help members understand and identify barriers to participation within their own programmes of work.</li> <li>• Work with partners to identify general barriers within the public leisure and culture sectors and what can be done to address</li> </ul>	<p>We will start a series of virtual conversations in autumn 2021, bringing together members and partners to discuss participation barriers to public leisure and culture. This will include learnings from the pandemic, and what is known about increased inequality gaps.</p> <p>Following this, briefings, insights and further workshops will be delivered for members on increasing engagement across a wide variety of leisure and culture work, tailored to the appropriate audience from within member organisations</p>

		<p>these, sharing insights with members accordingly.</p> <ul style="list-style-type: none"> <li>Actively seek out new collaborations and projects that will help make public leisure and culture more accessible.</li> </ul>	<p>(ensuring that staff at all levels are aware of disengagement barriers and how to address them).</p> <p>The current focus is on understanding and addressing the general barriers but if through the work with members and partners it becomes clear that a particular challenge is especially present in public leisure or culture or for a particular group of people, these will be addressed directly.</p> <p>CLUK will pro-actively support partners in their own work, seeking out new programmes of work where collaboration can lead to more awareness and guidance on inclusive participation. This includes including EDI considerations in larger events like the Learn to Swim Conference as well as active support for programmes and briefings (such as Make Your Move, the pool pods programme, or co-developing the Dementia-friendly sport and physical activity guidance, etc.)</p>
Support the development of ED&I Strategies by public leisure and culture providers	Lead by example with CLUK's own EDI action plan, showing leadership in the sector and proactively including EDI in our national partnerships.	<ul style="list-style-type: none"> <li>Develop an EDI Action Plan based on members discussion and share with members and partners for feedback and accountability.</li> <li>Incorporate EDI considerations of increased access and representation across other CLUK work, actively seeking out new collaborations, and ensuring we invite (representatives of) the people we talk about in our work with members and partners.</li> </ul>	<p>CLUK will make this EDI Action Plan publicly available on their website and pro-actively reference the objectives and identified work streams in partner engagement and other programmes of work.</p> <p>CLUK will include EDI learning as a standing agenda item for their team development days, where staff are encouraged to share their thinking and reflections.</p>

		<ul style="list-style-type: none"> <li>● Review CLUK organisational policies regarding equal opportunities and improve practises where needed.</li> <li>● Encourage CLUK staff to seek out learning opportunities relating to equality, diversity and inclusion as part of their professional development, and to share this learning in the team.</li> </ul>	
	Support members on the development of EDI policies	<ul style="list-style-type: none"> <li>● Work through partners and the HR SIG to share best practice of developing EDI policies focusing on workforce diversity.</li> <li>● CLUK will build a partnership and contacts database that is focused specifically on EDI as a resource that can be used for referencing of best practice, developments in the sector, and contacts for expert advice.</li> <li>● Collate resources on EDI practice and make these available to members through the members area of the CLUK website.</li> <li>● Work through partners and the operationally-focused SIGs to share best practice and guidelines on increasing EDI in activities organised by members.</li> </ul>	<p>Dedicate the autumn 2021 and/or winter 2022 HR SIG meeting to include discussion on EDI policies within member organisations, scoping members' examples and areas where further development support is needed.</p> <p>Following this meeting, CLUK will work with partners to share briefings, insights and workshops for members to support them in the development of their own EDI policies and guidelines that are fit for purpose and reflect their own activities and local circumstances.</p>
	Promotion of helpful EDI resources and best practice / positive examples of work being done across the sector and by CLUK members		<p>Positive examples from across the CLUK membership are pro-actively collected by the CLUK team and made available to other members, including written examples and invitations to speak at CLUK events.</p>