

Equality, Diversity, Inclusion and Belonging Action Plan

(latest version August 2025)



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Introduction

Activity Alliance's Strategy: [We all belong](#), launched in December 2024

Activity Alliance's vision: A future where all disabled people feel they belong in sports and activities.

Our mission is to improve opportunities to be active, empowering disabled people to get involved in sports and activities in the way they choose. We will work with disabled people and an alliance of committed partners to build a movement for change.

Our strategic ambitions:

1. Sports and activities meet disabled people's needs. We will make a noticeable change so disabled people can access and feel the benefits of taking part.
2. Disabled people influence campaigning, policy and decision making. We will champion disabled people's voices to advocate for change.
3. Address inequalities by working with others. We will build a powerful collective voice with partners to positively impact disabled people.

We believe in the power of co-design and value disabled people's insight throughout whether in our workforce, trustees and participants. Existing as a charity for more than 25 years, we have powerful examples of programmes and stories, like the Get Out Get Active programme, and these bring to life the positive outcomes from equality and help others to learn from the impact. The annual operational plans, including in marketing and communications, help us to drive the importance of equity in sport and physical activity, as well as increase the power of storytelling through our channels.

Supported our Vice President, **John Amaechi OBE**, and **Baroness Tanni Grey-Thompson**, our Honorary President, Activity Alliance continues to push for inclusion to be at the heart of all plans in sport and activity. We will not settle until every disabled person can reap the same physical, mental, and social health and wellbeing benefits as non-disabled people.

Our values and behaviours

We care: We are passionate about what we do, and who we do it for.

- We actively listen and understand people as individuals, with diverse needs and aspirations.
- We go the extra mile to make a positive difference to disabled people's lives.
- We take pride in our work and face challenges head on.

We unite: We collaborate with others to achieve greater outcomes.

- We see the strength in others and value our members as part of our extended family.
- We co-create ideas and solutions, putting disabled people at the heart of everything we do.
- We enjoy getting to know others and hearing their stories. We recognise that things can go wrong but welcome the learning and support from each other when they do.

We champion: We recognise everyone's voice must be heard if we are to provide equitable places to live, work and thrive.

- We respect and promote people's authentic voices and experiences.
- We follow our own advice and behave as we expect others to.
- We celebrate positive changes, no matter how big or small. We celebrate difference, actively seek diversity, and embed inclusion.

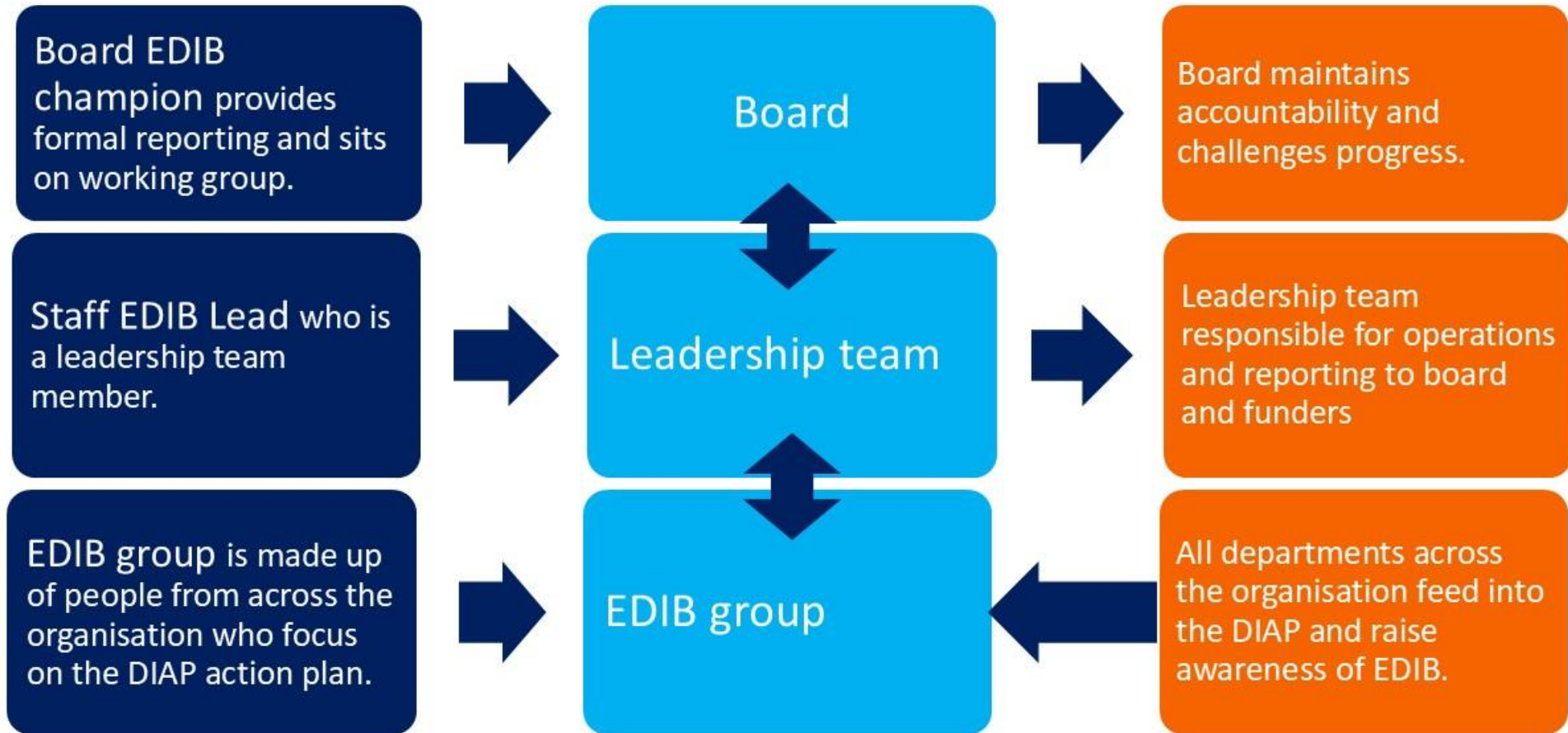
Our commitment

Activity Alliance is committed to being an organisation where people feel they belong and a place they can thrive in. This is whatever your background or personal circumstance. We are proud to be an equitable employer and partner. We expect the same from our partners and colleagues, right across the board and staff team.

We want to be a safe, welcoming, considerate, and responsible workplace. We value diversity as a strength, and we are better with greater equality and inclusion. Our ambitious vision and strong values are embedded in our governance and the development of paid and unpaid staff, trustees and volunteers.

The people who we work for and with make us a reputable organisation to know and trust. Nobody should miss opportunities or feel they do not belong at Activity Alliance.

Equity, Diversity, Inclusion and Belonging (EDIB) accountability framework



Our current accreditations and memberships

Living Wage Employer



We are an accredited Living Wage Employer, committed to paying a wage based on the cost of living to all our staff.

Disability Confident Employer



We are an accredited Disability Confident Organisation. As such, we are committed to:

- Ensuring our recruitment process are inclusive and accessible.
- Advertising vacancies through a range of disability organisations and making sure potential applicants know we are an inclusive employer.
- Offering interviews to all disabled applicants who have identified that they meet the essential criteria for a role.
- Adhering to the Equality Act 2010 to anticipating and providing workplace adjustments
- Anticipating and providing reasonable adjustments as required.
- Supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work.

Mental Health Charter

We have recently become a member of Mental Health Charter. We have pledged to:

- recognise that mental health challenges can be an issue within the workplace and employees may need support
- talk openly, respectfully, and positively about mental health

- get the conversation started around mental health and recognising we all have mental health, just like physical health
- actively support and inform our employees affected by mental health challenges



Sporting Equals Race Equality Charter



Over the last year we have become a System Partner Charter Membership of Sporting Equals to support our development to greater race inclusion. This is helping us on our understanding of terminology, faith events, access to networking opportunities and support with diverse recruitment.

Internal resources

Employee handbook

We have a host of policies included in our Employee Handbook. These policies ensure that equality, diversity, inclusion and belonging are at the heart as what we do as an organisation. They also help to prevent discrimination and towards creating an inclusive culture for all staff members. Among policies and practices, we have in place that allow us to maintain the culture of diversity and inclusion are:

- Equal Opportunity Policy which confirms our commitment to encouraging equality, diversity, inclusion and belonging among our workforce, The aim is for our workforce to be truly representative of all sections of society and our stakeholders, and for each employee to feel respected and able to give their best.
- Mental Health and Wellbeing Policy
- Health and Safety Policy
- Hybrid Working Guidance
- Maternity and Parental leave policies
- Menopause policy
- Training and development policy
- Prevention of Harassment and Bullying policy
- Recruitment procedure recognises that we will achieve our charitable aims through our people. The recruitment and retention of the best people is critical to our continued growth and success. We place the highest value on the benefits of a diverse talented workforce.
- A suite of Safeguarding policies whose implementation is supported by Safeguarding Lead, Safeguarding Dedicated Officers, with one of them trained in Safer Recruitment and Safeguarding Board Champion.

Our programmes, resources and working group examples

Get Out Get Active

Get Out Get Active (GOGA) is an exciting programme that supports disabled and non-disabled people to enjoy being active together. We are proud to be the creator and lead partner. The extensive range of partners offer in-depth local knowledge and national expertise on a wide variety of specialisms or communities. Focused on getting some of the UK's least active people moving more, the fun and inclusive activities are run in many places, including faith centres. [Read more about Get Out Get Active](#)

Leading inclusion

We developed this programme to tackle a wide number of issues for disabled people in sport and physical activity. The workshop is a two-day programme that takes organisations on an improvement journey focussed on disability inclusion and equality. It supports organisations to learn and embrace the ways they can be more inclusive and accessible for disabled people. It is aligned and connects to Moving to Inclusion Framework, in which we are a partner. [Read more about our Improvement, development and leadership](#)

Inclusive Activity Programme

Our CIMSPA accredited Inclusive Activity Programme equips community groups with the skills to engage disabled people and people with long-term health conditions more effectively in physical activity. [Read more about the Inclusive Activity Programme](#)

Include to Improve

Include to Improve is a collaborative initiative aimed at tackling the impact of the pandemic and cost-of-living crisis on disabled people in sport and physical activity. By drawing on lived experience and combining expertise in inclusion, occupational therapy, and physical activity, the programme will build a skilled, representative workforce to improve access, participation, volunteering, and employment opportunities for disabled people.

Key actions include establishing inclusive teams and creating connected networks of disabled people and partners. We are developing peer support roles, applying the Sport for Confidence model, adapting environments to support meaningful engagement, and new paid and volunteer opportunities for disabled individuals.

Customer service awareness training

The course can increase workforce confidence and knowledge, especially those who work in leisure and customer-facing roles to engage with and support disabled people. [Find out about our Delivering an Excellent Service for Disabled Customers training](#)

Inclusive research and insight

Our work is driven by strong insight. We must understand and respond to disabled people's needs, to break down barriers and develop more solutions. Our growing portfolio of research leads the way in knowledge and evidence-led insight on disabled people in sport and physical activity. The research work undertaken includes useful reports like the Annual Disability and Activity Survey demographic report and My Active Future. We also advise on accessible and inclusive methodology for collating data.

- [Research and insight](#)
- [Annual Survey Demographic Report](#)
- [My Active Future: Including every child](#)
- [Activity Alliance Research Charter](#)

Inclusive recruitment

With our expertise in accessible marketing and communications backed by our wider knowledge in including disabled people, we are often asked for help in recruitment. This can be for any workforce, paid and unpaid, including trustees. We worked on a small project in the East Midlands on recruiting disabled trustees and we were commissioned by Perrett Laver to audit their communications as well as wider resources.

Inclusive communications

Effective marketing and communications is essential for all organisations. Inclusive and accessible planning and delivery can help everyone reach more people, including disabled people. We support organisations to embed key principles into their own work. We have a range of resources and deliver

workshops on inclusive communications which has shown impact for organisations thinking about strategies, events and recruitment. [Read more about Inclusive marketing and communications](#)

Person-centred approach

This resource explains the concept of 'intersectionality' in relation to disabled people and how this can influence their activity levels. It encourages sport and leisure organisations to take a person-centred approach when planning and providing opportunities. Many organisations group inactive audiences by standard demographics. This can lead to assumptions about their behaviour, motivations and barriers to being active. Disabled people are a part of every demographic in society, motivated to be or not to be active for numerous reasons. This resource encourages the sport and leisure providers to look beyond standard demographics and take a person-centred approach to providing opportunities for disabled people. [Taking a person-centred approach resource](#)

Engagement fact sheets

Supported by Sport England, Activity Alliance is encouraging organisations who plan and deliver activity opportunities to think about the ways they include disabled people. The fact sheets include topical advice on engaging older people, women, and people from low-income households. [Access our effective engagement factsheets.](#)

Equality partners' group

The EDIB senior lead co-chairs the equality partners in sport group. This was formed to bring together experts across a wide reach of intersectional communities. The group's aim is to embed equality, inclusion, diversity and belonging (EDIB) in practice and close the inequality gap. They build the relationships and share better practices, and link with the executive leaders' The Games Changers group.

Our equality, diversity, inclusion and belonging (EDIB) ambitions:

1. Our organisation fosters an inclusive and supportive culture where our paid and unpaid workforce feel a sense of belonging.

We will:

- Increase awareness of our EDIB ambitions and aspirations through our communications.
- Ensure positive inclusive behaviours through our organisational values.
- Listen to our staff and identify and act upon areas for improvement through our annual staff satisfaction survey.

2. Equality, Diversity and Inclusion and Belonging is embedded throughout our functions, procedures, policies, and planning.

We will:

- a. Have a Board EDIB Champion and EDIB Working group, with Terms of Reference, chaired by the EDIB Staff Champion who ensures EDIB is embedded across the organisation.
- b. Reinforce EDIB expectations within teams and function plans through leadership and managers.
- c. Create, maintain, review and promote our Diversity and Inclusion Action Plan (DIAP) and EDIB statement.
- d. Ensure our Board approves our DIAP and EDIB statement annually and hears updates from the group at every meeting.
- e. Conduct an annual equal opportunities survey, analyses results by group (Board and staff), to share findings. The EDIB working group will develop recommendations for actions and these will be published annually on our website.

3. Our Board, Senior Leadership, and staff are made up of individuals who bring diverse perspectives and backgrounds.

We will:

- a. Use results from Board and staff skill audits as well as Equal opportunity survey to inform recruitment on an ongoing basis.
 - b. Continuously review and apply the Code for Sports Governance to follow best practices for inclusive leadership recruitment.
 - c. Advertise staff and Board positions through diverse stakeholders to target underrepresented groups when recruiting for vacancies.
 - d. Ensure recruitment materials and application processes for staff and Board roles are accessible and inclusive. Regularly review recruitment and selection processes to ensure they remain accessible and inclusive.
 - e. Use equal opportunities form data to understand who we reach/don't reach via our recruitment campaigns.
- ### **4. Our paid and unpaid workforce have the knowledge, skills, and confidence necessary to promote diversity and inclusion across sports and physical activities.**

We will

- a. Promote continuous personal and professional development by assessing staff training needs at 6-month and 12-month appraisal point and Board's training needs when conducting Trustee evaluations annually.
- b. Use staff and Board skills audit to identify training needs as and when required.
- c. Offer a core yearly training offer for all staff to be reviewed annually. The core will include inclusive comms, EDIB and safeguarding.
- d. Work with and through partners to create positive experiences for disabled people to become part of the workforce.

Our legal and regulatory obligations

Our legal and regulatory obligations guide our approach to Equality, Diversity, Inclusion and Belonging. However, we aim to go above and beyond these duties. We recognise that many people experience discrimination, bias, and inequity. This extends beyond those with protected characteristics (as set out in

legislation). For example, people with caring responsibilities, or lower socioeconomic status. We take an intersectional approach in our work. However, there are times when we need to focus on specific inequalities. We will continue to use our influence to promote equality, diversity, inclusion and belonging for all.

The Equality Act 2010

We are legally obligated to comply with the general equality duty, as set out in section 149 of the Equality Act 2010. This prohibits discrimination because of the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Message from our Vice President

I am proud to support the Activity Alliance and their impactful work. As Vice President, I have observed first-hand the outstanding work of the organisation's officers and volunteers and the tangible influence of our events, research and coalition-building on the wellbeing of disabled people.

When we recognise colleagues and participants as complex, diverse human beings with rich lives at work and beyond, we all benefit.

Activity Alliance's commitment to equality, diversity, inclusion and belonging highlights not only the charity's ambitions but also the duty of care to support and encourage everyone to feel welcome, on and off the field of play.

This perspective is not a set of platitudes for us; we recognise the life-altering implications for the constituents we serve of being seen as 'less-than' in work, play and policy.

John Amaechi OBE

Message from our Chief Executive

Activity Alliance is the national charity and leading voice for disabled people in sport and activity. To be leading, we need to ensure we are representative of the people we serve and the communities we work with and for. Nothing should stop you accessing and reaping the benefits of being active. But being judged on backgrounds, experiences or circumstances has meant many people are held back, ignored or unfairly treated. This is not right or fair.

Activity Alliance wants to change this, learn from others and empower others with our insight. Indeed, embedded within our strategy is to help other organisations to embed inclusive practices for disabled people.

Although our focus is on disabled people, we know we reach many people, including disabled people, who have a wide number of protected characteristics and experiences. Important to us and in our advisory to others is the intersectionality of the people we work with and for. Whether in recruitment of staff, trustees or across our wide serving programmes, there are many overlaps of demographics that we consider in planning and delivery.

No excuses anymore. We all need to listen and act upon the wealth of information available to us. We also need to use the privileges that we have as allies and call out negative attitudes and behaviours. Only then will we be closer to fairness, equality and equity for more people.

We have outlined our commitment in this document. We are determined to achieve these ambitions.

Adam Blaze, Chief Executive

Message from our Chair

Every piece of work we engage in helps us to achieve our vision, A future where all disabled people feel they belong in sport and activities. I, and the entire Board, are passionate about reducing the number of barriers many people face in sport and physical activity to work or take part in our sector. We need to challenge the attitudes and understand people as individuals more to truly break down deep-rooted inequalities. Our staff, members, partners, and supporters are all part of this movement.

As we work towards our vision, we will ensure our conversations about fairness and equality are at all levels. Equity and inclusion are crucial in those conversations as we strive to be a fairer place to work and thrive in.

Sam Orde, Chair

Message from our Board Champion

Equality, Diversity, Inclusion and Belonging (EDIB) is core to Activity Alliance's vision.

While we are proud to be seen as the experts in championing the rights of disabled people in sport and activity, we are also aware that disabled people identify themselves within many more demographics in society. We must ensure that we are diverse across all aspects of our work. Being a credible voice is a huge part of who we are and must be seen as this also within the wider EDIB space.

We are confident this plan reflects the organisation's commitment and passion to continually develop in our work as leaders.

Rebecca Evans, Board champion