



## **Diversity & Inclusion Action Plan**

### **1. Introduction**

Chwarae Teg are committed to promoting equality, diversity and inclusion in all its activities and within the mind-set of all employees and Trustees in order to create and retain a positive organisational culture where everybody can achieve and prosper.

Equality, diversity and inclusion (EDI) are at the heart of Chwarae Teg's mission and values, and our commitments to EDI are set out in our Equality, Diversity and Inclusion Policy which is available on our website. This Diversity & Inclusion Action Plan compliments that policy, outlines specific actions we intend to take and recognises the need for urgent and targeted action in a number of areas to achieve our ambitions of a truly equal Wales for all women. This action plan is also part of our deliberate efforts to demonstrate in meaningful ways our commitment to transparency, and to taking action where required.

The Black Lives matter movement globally, as well as our own experiences in Chwarae Teg, have demonstrated the urgent need for us to take action in demonstrating how to end racism in all its forms. We recognise that if we are not active in being anti-racist, then we are complicit in failing to dismantle racism.

We also recognise the need to take action in a number of other areas in order to be the diverse and progressive organisation we are committed to being. We accept that it is not enough to make well-intentioned statements, and that in the past these have not always led to the changes we need to see. We have not done enough to meet our aspirations and we need to do more than make new statements or commitments.

We need to take action to ensure true equality across all protected characteristics, and this is fundamental to us achieving our vision and mission as an organisation

We know that this is a long term commitment, and that it has to be founded on consistent and meaningful dialogue, partnerships and concerted action. As such this will be a dynamic plan that we commit to reviewing and updating twice a year.

### **2. Objectives**

To play a full role as an organisation in tackling inequality and injustice across Wales, starting with what we do and who we are as an organisation. We have taken full account of the recommendations of Baroness McGregor-Smith's review Race in the Workplace, and Race Alliance Wales' Manifesto for an Anti-Racist Wales and have committed to taking forward recommendations within those documents. Our actions outlined below also explicitly take forward the commitments made in our own existing Equality Diversity and Inclusion Policy, where they do not already form part of our existing business as usual, or have not received the emphasis or effort they require. There is a specific emphasis in this plan on addressing race and disability, as we identify as an organisation this is where we have the greatest progress to make. The purpose of this plan is to accelerate the pace of

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change towards all these objectives, so that in future we can rightly be judged on our actions, and not just our words.

### 3. Objectives and targets

Objective	Action	Responsible	Completion date	Progress <i>(first update July 2021)</i>
<b>Leadership &amp; Vision</b> Demonstrate commitment to increasing diversity through everything we do and creating an inclusive culture. Ensure Diversity & Inclusion at the heart of our new values (being reviewed currently)	Be explicit about our commitment to anti-racism and addressing inequality in all its forms - including not participating in all white events or panels and challenging the organisations we work with to embrace these values.	CF & SMT	ongoing	
	Create new diversity and inclusion web pages to be transparent about our progress	CF	December 2020	
	Ensure diversity and inclusion is a fixed agenda item on the People & Organisational Development Committee meetings agenda (sub group of Board) and in CEO's reports to full Board	CF	Jan 2021	
	Ensure Board members have the training they need to meet our values and commitments to diversity and inclusion	CF	Jan 2021	
	We will communicate clearly, carefully and consistently, our messages about equality, diversity and inclusion in Chwarae Teg, ensuring we are always open to engage and learn, be challenging and have difficult conversations (with staff and stakeholders). We will admit mistakes when they happen, acknowledge previous	CF & SMT	Oct 2020 & ongoing	

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	failings and ensure we learn from them			
<b>Measure</b> inequality	Gather, monitor, and publish data on our website about the diversity of our workforce, Board, and participants on our programmes. Update this every six months	<b>SMT</b>	<b>Publish date: 1<sup>st</sup> Jan 2021</b> <b>First review date: 1<sup>st</sup> July 2021 (bi-annually thereafter)</b>	
	Ensure an intersectional approach to all our research & policy work, ensuring meaningful engagement from diverse individuals and groups and working with partners where appropriate	<b>HA &amp; Policy &amp; Research Team</b>	<b>ongoing</b>	
<b>Educate</b> our staff, our trustees and our participants through all the work we do	Encourage leaders and managers to educate themselves about race, disability and all protected characteristics and forms of discrimination, and support and encourage active discussions internally and externally to drive change	<b>SMT &amp; Leads</b>	<b>Jan 2021</b>	
	Encourage senior leaders and managers to be visible at diversity and inclusion events and to actively listen and learn from others with expertise that we do not have	<b>SMT, Leads &amp; Seniors</b>	<b>Jan 2021</b>	
	Develop confidence amongst Chwarae Teg staff to talk about diversity and inclusion through ensuring induction and CPD include a focus on inequality that goes beyond gender inequality, and demonstrates our commitment to equality, diversity & inclusion in all its	<b>SMT &amp; People Team</b>	<b>Jan 2021</b>	

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	forms is essential to achieving true gender equality			
	Introduce new modules on Black Lives matter, and update unconscious bias training	<b>SMT</b>	<b>Nov 2020</b>	
	Review training			
<b>Recruit-</b> Ensure our organisation reflects modern Wales, addressing under-representation of BAME staff & staff with a disability.	Engage and attract new people to the organisations from under-represented groups. Gather and share best practice on recruitment methods across the organisation	<b>SMT, People Lead, Business Team, all staff</b>	<b>ongoing</b>	
	Set targets to increase BAME staff representation across the whole of Chwarae Teg staff, in all geographies and at all levels of the workforce.  Targets: By end of 2021: 5% By end of 2023: 7% By end of 2025: 10%	<b>SMT</b>	<b>Targets: By end of 2021: 5% By end of 2023: 7% By end of 2025: 10%</b>	
	Continue name blind recruitment process and introduce guaranteed interview scheme for under-represented groups including BAME & disabled participants.	<b>SMT</b>	<b>Nov 2020</b>	
	Review after 12 months	<b>People Lead</b>	<b>Nov 2021</b>	
	Take positive action through our recruitment, retention and progression processes, including at times of restructure, ensuring diverse interview panels and shortlists	<b>SMT &amp; Recruiting managers</b>	<b>Ongoing</b>	
	Nurture and build relationships with diverse communities, organisations and people to encourage applications and broaden the talent pool	<b>Leadership from SMT, but responsibility for all staff across organisation</b>	<b>Ongoing</b>	

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	Recruit a senior leader (Diversity & Inclusion Lead) for the organisation to bring expertise and drive forward these actions, and others across the organisation, reporting directly to the Chief Executive	<b>CF</b>	<b>Feb 2021</b>	
<b>Developing an inclusive culture-</b> We will create a truly inclusive culture where all staff engage with developing, delivering and monitoring the diversity and inclusion of their work , teams, projects and those of the whole organisation	Ensure leaders and managers across the organisation are engaged in the progress of discussion progress against this plan and take a pro-active role in championing our progress in all that they do	<b>SMT, Leads &amp; all line manager</b>		
	Recognising that responsibility for diversity & inclusion cannot sit with one person, or a small group within an organisation. It must be all our responsibilities. Create space in formal, and informal ways for discussion of matters of racism, discrimination, diversity and inclusion in all its forms- including (but not limited to) through our lunch and learns, Achieve meetings, team meetings, Board meetings, staff engagement and other ways	<b>All staff</b>	<b>Nov 2020 onwards- reviewing annually</b>	
	Create space on our internal HWB for sharing of best practice, literature and other resources for improving all colleagues understanding or equality, diversity and inclusion	<b>SMT</b>	<b>Jan 2021</b>	
	Continue with all the other actions we have already committed to in line with creating an inclusive culture as outlined in our Strategic Plan, People Strategy, Fairplay	<b>SMT</b>	<b>ongoing</b>	

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	Employer Action plan and DNA/ Values			
<b>Curate-</b> Ensure there is involvement from diverse groups and individuals in all Chwarae Teg events	Work in partnership with organisations to create relationships based on meaningful engagement for both partners and Chwarae Teg. Specifically ensure active involvement and diversity in decision making for key events including Womenspire.	<b>HA</b>	ongoing	
<b>Continuous improvement-</b> to ensure we maintain focus, energy, commitment and action towards our goals continuously monitor the outcomes of our commitments, sharing and learning from best practice across sectors.	Review progress against this action plan, in addition to the existing plans outlined in our Fairplay Employer Action Plan and People Strategy	<b>SMT</b>	<b>Bi-monthly</b>	
	Continue to review our policies as outlined in our EDI policy, and People Strategy including particularly around recruitment, progression, retention and exit, pay and reward to ensure that they fit with the values and principles we have outlined. Continue to engage staff in these processes through staff engagement exercises and the Employee Forum	<b>CF/ POD Committee</b>	ongoing	
	We will monitor and report to Board of Trustees on the number and nature of any complaints, grievances and disciplinary actions that relate to any form of equality, diversity & inclusion	<b>CF</b>	ongoing	

**CF- Cerys Furlong (CEO)**

**HA- Helen Antoniazzi (Director Policy & Research)**

**SMT- Senior Management Team (CEO & Directors)**

**POD- People and Organisational Development Committee (sub group of Board of Trustees)**

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#### 4. Responsibility and review

All staff have a responsibility to adhere to and promote the actions outlined in this plan, and specific responsibility for driving change has been identified in the actions above.

Senior leaders (SMT), Leads, and line managers have particular responsibility for driving forward change, and promoting the behaviours we need to see to make these changes a reality

The Chief Executive has ultimate responsibility for all aspects of Equality, Diversity & Inclusion within Chwarae Teg, and will report to Board of Trustees as such.

**Cerys Furlong**  
CEO  
December 2020

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