

Chwarae Teg

Diversity & Inclusion Action Plan

An Update on our Diversity and Inclusion Actions (March 2022)

During 2021-2022, we have significantly increased our investment and focus on diversity and inclusion within the organisation and we will continue to develop and improve our ability to engage and support a range of women, communities and organisations across Wales. In addition to the recent work we have delivered, a new Diversity & Inclusion Team has been established within the organisation and we are currently planning a refreshed and updated approach to how to ensure this area of work is prioritised within Chwarae Teg.

This Diversity & Inclusion Action Plan has been updated in March 2022. However, over the upcoming months, we plan to share a new and ambitious Diversity & Inclusion Strategy that will include a range of refreshed actions to support our future plans. Therefore, we have provided an ‘end of year update’ within this current plan.

This Action Plan was designed to centralise our efforts on the actions we take to improve our approaches to diversity and inclusion and share this information for transparency. Whilst many of these actions have been successfully delivered and completed, there are a range that are noted as ‘ongoing’. These are the actions that have been embedded within the organisation, either as brand new processes, procedures or within decision making, or integrated into existing frameworks.

We are eager to share what we learn as we continue to invest additional time and resource into our diversity and inclusion work, so we will share open, honest and transparent progress updates with stakeholders throughout this period of change. We plan to publish relevant updates and documents during the upcoming year. If you’d like to hear more about this work, [please get in touch](#).

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.

Diversity & Inclusion Action Plan V4						
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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 change towards all these objectives, so that in future we can rightly be judged on our actions, and not just our words.

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3. Objectives and targets

Objective	Action	Responsible	Completion date	Progress	End of year (2021-2022) comments
Leadership & Vision 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 & SLT	Ongoing	Ongoing	We plan to continue to further embrace and solidify our commitment to anti-racism and addressing inequality in all its forms. This focus is a central part of our new Diversity and Inclusion Strategy.
	Create new diversity and inclusion web pages to be transparent about our progress	CF	December 2020	Completed with plans to update our web pages in April 2022	We launched a new section on our website dedicated to diversity and inclusion. We plan to refresh this section of the website and continue to share open and honest updates on our work concerning this area of the organisation.
	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	Completed and ongoing	Diversity and Inclusion has been a fixed agenda item within our POD Committee meetings, and the sub group of the board will continue to support our newly established Diversity & Inclusion Team.

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	Ensure Board members have the training they need to meet our values and commitments to diversity and inclusion	CF	April 2021	Completed and ongoing	Our Board members have received relevant training, and we are currently finalising new diversity and inclusion e-learning package further develop knowledge within our workforce as a whole.
	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 failings and ensure we learn from them	CF & SLT	Oct 2020 & ongoing	Completed and ongoing	Our new Diversity & Inclusion Strategy will offer a refreshed approach to further communicating the our future diversity and inclusion ambitions and commitments.

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Objective	Action	Responsible	Completion date	Progress	End of year (2021-2022) comments
Measure 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	SLT	First Publish date: 1 st Jan 2021	Completed and ongoing	Refreshed workforce data due to be collected and published April/May 2022.
	Ensure an intersectional approach to all our research & policy work, ensuring meaningful engagement from diverse individuals and groups and working with partners where appropriate	HA & Policy & Research Team	Ongoing	Ongoing	Intersectionality is a key element of our Policy & Research Strategy and we plan to further explore intersectional barriers within our research.

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Objective	Action	Responsible	Completion date	Progress	End of year (2021-2022) comments
Educate our staff, our trustees and our participants through all the work we do	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 <i>Update: Put D&I on Leadership Group meeting agendas</i>	SLT & Leads	Jan 2021	Completed and ongoing	Senior Leaders and managers have increased their visibility at diversity and inclusion events. We continue to listen and learn from others with expertise and we will be exploring a new approach to partnership working in 2022-2023. The new D&I Team operates across all levels of the organisation and has provided an update on progress within Leadership Group meetings.
	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 forms is essential to achieving true gender equality	SLT & People Team	Jan 2021	Completed and ongoing <i>Induction review taking place following introduction of new HR system</i>	Further work to increase confidence within our workforce to talk about diversity and inclusion will be rolled out during 2022-2023. Our new e-learning package will ensure new starters are equipt and confident to support our diversity and inclusion goals.

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	<p>Introduce new modules on Black Lives matter, and update unconscious bias training</p> <p>Review training</p>	SLT	March 2021	Completed and ongoing	We are currently finalising new diversity and inclusion e-learning package further develop knowledge within our workforce as a whole.
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Objective	Action	Responsible	Completion date	Progress	End of year (2021-2022) comments
Recruit - Ensure our organisation reflects modern Wales, addressing under-representation of ethnic minority groups & 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	SLT, People Lead, Business Team, all staff	Ongoing	Ongoing	We plan to continue to adapt and alter our recruitment process to attract new people to the organisation.
	Set targets to increase representation of ethnic minority groups 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%	SLT	Targets: By end of 2021: 5% By end of 2023: 7% By end of 2025: 10%	Completed and ongoing	We have achieved our year-end target for the end of 2021-2022. We will share updated data on our workforce in April/May 2022.
	Continue to anonymise applications within the recruitment process and introduce guaranteed interview scheme for under-represented	SLT	Nov 2020	Completed and ongoing	We will continue to anonymise applications within our recruitment process and we will refresh our guaranteed interview scheme to ensure it is benefitting under-represented groups.

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	groups including ethnic minority groups disabled participants. Review after 12 months	People Lead	Nov 2021		
	Take positive action through our recruitment, retention and progression processes, including at times of restructure, ensuring diverse interview panels and shortlists	SLT & Recruiting managers	Ongoing	Ongoing	We continue to explore opportunities to take positive action within the organisation.
	Nurture and build relationships with diverse communities, organisations and people to encourage applications and broaden the talent pool	Leadership from SLT, but responsibility for all staff across organisation	Ongoing	Ongoing	We will continue to nurture and build new relationships with diverse communities, organisations and people. We will also support the new Chair of the Board to establish relationships with relevant organisations.
	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	CF	Feb 2021	Completed	Our new Diversity & Inclusion Lead has been recruited and is currently developing the new function of the organisation and overseeing future developments of our diversity and inclusion actions.

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Developing an inclusive culture - 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	SLT, Leads & all line manager	Ongoing	Ongoing	We will continue to include diversity and inclusion, with a focus on the new actions we have developed, on the agenda for the Leadership Group meetings.
	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	All staff	Nov 2020 onwards- reviewing annually	Ongoing	The Diversity & Inclusion Lead will oversee the curation of new innovative and people-focused initiatives that we will deliver within the organisation to highlight the importance of the collective responsibility.

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	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	SLT	Jan 2021	Completed and ongoing	In addition to a staff teams channel, we have launched a new space within our internal HWB for sharing best practice, resources and support concerning diversity and inclusion. This will continue to be an interactive and useful space for the workforce and we hope to share learning externally during 2022-2023.
	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 Employer Action plan and DNA/ Values	SLT	Ongoing	Ongoing	We continue to remain committed and further embed a focus on diversity and inclusion within our strategic documents and vision.

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Curate - 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.	HA	Ongoing	Ongoing	We prioritise diversity within our event planning and delivery and we will continue to work in partnerships to create meaningful relationships with a range of individuals, groups and communities.

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Continuous improvement - 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	SLT	Bi-monthly	Completed	We have reviewed our progress against this action plan throughout its lifecycle and we will now refresh and update new actions that will be housed in our new Diversity and Inclusion Strategy.
	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	CF/ POD Committee	Ongoing	Completed and ongoing	Our new Diversity and Inclusion Strategy will place an emphasis on the practices and processes within the organisation to ensure equality of opportunity within the organisation. The Diversity and Inclusion Lead will also support the Employee Forum as they continue to act as a collective communication mechanism for employees.

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	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	CF	Ongoing	Ongoing	We will continue to monitor and report any relevant complaints, grievances and disciplinary actions that relate to any form of equality, diversity and inclusion.
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CF - Cerys Furlong (CEO)

HA - Helen Antoniazzi (Director Policy & Research)

SLT- Senior Leadership Team (CEO & Directors)

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

Leadership Group - All line managers across the organisation

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 (SLT), 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.

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