



# We belong

Active Prospects' Diversity, Equity,  
Inclusion & Belonging Strategy (DEIB)

**2024-2027**



People leading **aspiring lives**



# Introduction

In 2020 we launched our new Equity, Diversity and Inclusion strategy outlining our **3-year plan** to tackle inequalities and promote equity, diversity and inclusion.

Diversity, equity, inclusion and belonging (DEIB) has never been so important; it helps to create a workforce that is rich in individuality and experience, has different viewpoints and fresh ways of tackling issues. Our Diversity, Equity, Inclusion and Belonging Strategy supports our vision and is guided by our values.

It sets out how we will:

- + build on the progress we've made through our original 3-year strategy.
- + continue to promote a culture where the diversity of our employees and the people we support is valued.
- + fulfil our legal and ethical duties, including those set out within the Equality Act 2010.
- + demonstrate our commitment to DEIB through a clear set of priorities and actions over the coming years.
- + challenge automatic (biased) thinking, which could result in people being excluded.
- + embed and sustain best practice in all aspects of our business and activities through engagement and partnership with the people we support, members of our community and our employees.

# Our progress to date

Our achievements since we published our first strategy include:

- ✓ Provided DEIB training for all our employees and trustees and made it mandatory for all new starters.
- ✓ Made progress in addressing the diversity of our Board and Executive Team; at the time of publication, for example, 2/3 of our Executive Team are female and 1/3 are from a minority ethnic community.
- ✓ Published an annual report on the Diversity Pay Gap, which looks at the difference in the average pay according to the gender, ethnicity and disability of our workforce.
- ✓ Held quarterly DEIB forum meetings which are open to all employees, and held regular events to raise awareness.
- ✓ Sourced an external mentorship programme for our employees which is delivered by Barclays.
- ✓ Achieved Employers Disability Confident – Leader status accreditation.
- ✓ Developed our use of assistive technology and communication tools which enables all to participate and contribute.
- ✓ Attained Mindful Employer status.
- ✓ Trained 30 employees as Mental Health First Aiders.
- ✓ Achieved remarkable results in our first entry to the nationally benchmarked **Great Places to Work survey** for 2023. We were rated 17<sup>th</sup> overall in the Large Employers category (and were the top-rated care provider) and came 56<sup>th</sup> in the **Best Workplaces for Wellbeing 2023** and 53<sup>rd</sup> in the **Best Workplaces for Women 2023**, which are also published by Great Places to Work.

# Living our values



# Our staff DEIB profile

## Gender

The gender breakdown for our Board (November 2023) is 69 % male to 31 % female. Our Executive Leadership team is 67 % female compared to 33 % male.

**100%** of our care management team are female, compared to **70%** of service managers.

Although our employee breakdown has seen an increase in male representation over the previous years, there is clearly still some work to do. The gender breakdown in Active Prospects is reflective of the social care sector in which we operate. We will continue working towards becoming more representative by targeting more of our recruitment at underrepresented groups.

## Ethnicity

As of November 2023, 33 % of our Executive Leadership Team, 38 % of our Care Management Team and 17 % of our Board identify as Black, mixed ethnic backgrounds or Asian. This compares to 65 % of all employees.

## Sexual orientation

100 % of our Board, Executive Leadership Team and Senior Managers identify as heterosexual. Managers have seen an increase in those identifying as bi-sexual by 5 %. Whilst employee representation shows increased diversification, heterosexual has decreased by 7 %, the 'prefer not to say' category overall has decreased.

## Disability

All of our Executive Leadership Team and Senior Managers declared they have no disability. 4 % of service managers and also our workforce as a whole have declared they have a disability. However, it is known that many disabilities are undeclared and so we will continue to work to ensure people feel confident they can declare any disability.

## Staff progression

Our data is very positive regarding internal promotions in terms of gender and ethnicity. All three permanent Area Managers (AM) are employees who have received promotion internally.

Out of 11 Assistant Service Managers (ASM), 10 (91 %) employees are internal promotions with only 1 having been hired externally. Out of 17 Service Managers (SM), 16 (94 %) are internal promotions with only 1 having been hired externally.

If we break this down further by gender and ethnicity, our findings were that out of 26 staff members who were internally promoted 10 (38.5 %) are from an ethnic minoritised background and 10 (38.5 %) staff members were male.

Setting events were analysed for each occurrence. A setting event is something that is most likely to influence a particular behaviour to occur. This is useful because it tells us if there are themes or common events we can reduce or further support, that will enable the person to feel better, more competent or comfortable.

## Our people we support DEIB profile

Among people we support, 41.4 % are women compared to 58.6 % of men (one person identified as other). This data is consistent with national data around gender differences among autistic people and people with mental health needs, who are receiving statutory support.

In 2022 the percentage of people identifying as white British was 87.2 %, meaning 12.8 % identified outside of this category. This has increased by 2.8 % from last year, compared to an overall increase within the wider community of 5 %.

The number of people we support who identify as LGBTQIA+ has risen from 3 in 2020 to 6 in 2023.

## Our ambitions, vision and goals

Our DEIB Strategic purpose has not changed from our original strategy; which is to:

- + develop a culture which values both our staff and the people we support; and
- + have processes and systems in place which proactively promote inclusion and equity for all and embraces diversity and belonging.

We will continue to do this by;

- + Ensuring our governance, EMT and our people can demonstrate an understanding of all things DEIB.
- + Reviewing DEIB implications across all of our organisational work streams.
- + Stamping out any forms of discrimination in our people related processes including recruitment, selection and performance management.
- + Empowering individuals to take ownership of their responsibilities for creating a fair, open and transparent culture free from bullying, harassment and discrimination.
- + Continuing our work to create an inclusive culture for all.
- + Ensuring we represent our diverse staff and the people we support in all our DEIB platforms and communications.



## What we will do

We want Active Prospects to be recognised as an organisation with a strong and visible commitment to DEIB internally and externally, and a **leader in the field**. We have set out the specific actions we will take below and will continue to consider new and emerging themes during the course of the strategy.

### People We Support

- + Continue to promote co-production, inclusion and engagement for the people we support in all that we do.
- + Further sharing on cultural best practice within service delivery.
- + Support the Pro-Active Community to be representative of its communities and incorporate DEIB objectives in its strategic plans.
- + Pro-actively raise awareness of hate crime against people with a disability and engage in local and national campaigns.
- + Review our inclusive communication approaches annually and identify actions to ensure everyone has a voice which is listened to.

### Our People

- + Develop an inclusive culture for all through employee inclusion and engagement initiatives.
- + Provide DEIB and unconscious bias mandatory training for all employees and trustees.
- + Review our recruitment and retention processes to attract and retain a diverse workforce.
- + Promote training, development and progression opportunities to staff from different ethnic minoritised groups.
- + Offer Leadership development programmes that support representative profiles throughout the organisation.
- + Provide opportunities for staff to help develop further cultural inclusion and development practice specific to ethnic minoritised groups.

### Organisational

- + Ensure through training, supervision and within teams that all employees are consciously inclusive of colleagues and people we support, and become more self-aware of any biases they may unconsciously have. Simple acts, such as inviting everyone to join in with discussions or conversations, or getting to know people who aren't like you, are stepping stones to achieving representation for all, understanding DEIB and creating an open and accepting culture.
- + Promoting dignity and respect for all our people, where individual differences and the contributions of all staff are recognised and valued in all our communication channels.
- + Monitor and plan our marketing and communications, notably our website and social media output, to ensure that visual and written content are representative of our workforce and the people we support which support our DEIB objectives and diverse voices and experiences.
- + Increase the use of Easyread to make information more accessible to people we support.
- + Research grant funding opportunities to assist with delivering elements of our DEIB Strategy.
- + Develop our use of assistive technologies and communication tools which enable everyone to participate and contribute.
- + Attain external accreditation for our DEIB work in 2024/5, building on previous achievements such as Disability Confident Leader status.

### Governance

- + Ensure our Board is representative – aim to ensure our Board DEIB profile is increased to a minimum of 30 % ethnically minoritised members, 40 % women and 10 % people with disabilities.
- + Increase involvement of people we support in our governance processes through the creation of a co-Chair role in 2024/25 and holding joint Ambassador and Board meetings every 6 months.



### Properties and our environments

- + Ensure 50 % of our homes are accessible to people with a mobility disability and 20 % of new properties are fully wheelchair accessible.
- + Access the Disability Facilities Grant or work with commissioners to seek funding to support adaptations to meet individual disability needs.
- + Ensure we continue to put our residents' needs first, knowing their needs are varied and different, ensuring we meet those needs without any prejudice and discrimination.
- + Improve the wellbeing and quality of life of our residents by developing inclusive, well-maintained homes.

### Supplier Engagement

- + Ensure that in all major procurement, bidding suppliers are evaluated on their DEIB policies.
- + Run 'Inclusive Procurement' processes to promote a diverse supply chain.
- + Aim for 20 % of our supplier base to be social businesses.



# Monitoring and *impact*

The actions above will be developed into a SMART action plan which will be reviewed regularly by the Executive Leadership Team, bi-quarterly by the People and Remuneration Committee and annually by the Board.

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