parkour uk

Diversity & Inclusion Action Plan (DIAP)

2024 –2027

Welcome – Sam Bradley, Parkour UK CEO

I'm very pleased to introduce to you our first Diversity and Inclusion Action Plan.
We are an ambitious National Governing Body. We believe in the power of sport to change lives, and we love parkour! It is such an accessible, welcoming, inclusive sport that we know can be a positive part of many more lives, and a healthier, happier more prosperous nation.
This plan is an important part of the *what* in delivering our ambitious 10-year strategy: New Gen 2035: https://parkour.uk/about
Our purpose is *"To support everyone to build confidence to overcome challenges and take opportunities"*, with a moonshot mission *"For every child and young person to have the capability and opportunity to do parkour".*

Unfortunately, we know that where you are born and live, and the level of deprivation in that area, has a huge impact on your chances of living a long, healthy life. We also know that if you are female, you are more likely to be inactive. Sport England's active lives survey tells us that inactivity is still a stubborn statistic, with no change for several years. It is for these reasons that this plan is focused on taking parkour to females, who are inactive, in areas of low socio-economic status.
I and the team look forward to working with you to bring about change for the better through this plan.

Board Champion statement – Amrit Singh Bains

“Parkour is a sport built on freedom of movement, and a core element of this freedom is ensuring that the sport is accessible and inclusive to all. Parkour UK is committed to embedding diversity, equity, and inclusion at every level of the organisation. This Diversity and Inclusion Action Plan (DIAP) outlines our dedication to breaking down barriers, fostering a sense of belonging, and ensuring that everyone, regardless of background or ability, has the opportunity to participate, progress, and thrive within the parkour community.”

About Parkour UK

- Parkour UK is the National Governing Body for Parkour in the UK.
- Since 2009, the organisation existed to serve the wide spectrum of the parkour community. With the original mission to “Serve, Elevate, and Add Value” to the parkour community, and we celebrate the individuality, growth, and positivity that is seen within parkour.
- We are custodians and guardians of the culture and history of the sport, which we will protect by bringing communities together, convening, promoting and sharing a creative, inclusive, expressive, accessible place. We respect and remember why we are here, whilst being imaginative and open about what the future could be.
- We will work to be catalysts for growth, developing the parkour economy for the benefit of all within it, empowering all who engage with parkour, advocating for them and the positive part parkour can play in the future of our society.
- We will leave this community in a better place, enriching and improving lives.
- We are mavericks, non-conformists, who will positively disrupt the status quo.
- We are re-imagining how we engage in our urban and rural environments, sharing our love of movement in a way that is sustainable for our planet.
- We will make a difference.

Our commitment

- At Parkour UK, we are committed to promoting equality, diversity and inclusion, and to embedding it into everything we do. It will be golden thread that runs through the heart of our organisation.
- Equality, diversity and inclusion are integral to our work, community, sustainability and impact. We will ensure that what we say is aligned with what we do, and how we do it.
- Our vision is that every child and young person will have the opportunity to do parkour by 2035. To make this a reality, our work must reflect the realities of the society in which we live. Recognising and understanding inequality in our society, and championing equality in its place, is therefore integral to our mission.
- Effectively embedding equality, diversity and inclusion within Parkour UK enables us to develop and deliver effective projects, increases the quality and impact of what we do, and attract and retain a diverse group of skilled staff who reflect the society that our work is focused on.
- As an employer, we believe that equality, diversity and inclusion are about recognising and embracing people's differences and treating each other fairly. We believe that diversity of thought and background helps build an organisation that will make better decisions which will lead to a more effective organisation.

Our Purpose: To support everyone to build confidence to overcome challenges & take **opportunities**.

Mission: Our moonshot mission is that by 2035 **every** child and young person will have the capability and opportunity to do parkour.

Our Values

Inclusivity, community, and belonging.

Respect for ourselves, each other, and our environment.

Custodianship, positive disruption, & openness

Creativity, self-expression, & individual brilliance.

Self-discipline, progression, and courage.

The Team behind the Parkour UK DIAP

Independent Directors

Tracy Rea
Chair

Parul Agarwal
(SID) Finance, Audit and Probity

Amrit Singh Bains
Equality, Diversity & Inclusion

Jude Taylor
Safeguarding and Governance

Duncan Seller
Digital & Marketing

ED&I Sub Committee

Amrit Singh Bains
Chair

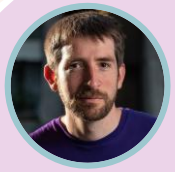
Sam Bradley

Nadine Barnard

Samantha Gillings

Sam Murray

Elected Directors



Matt Malin

Charlotte Blake

Dan Timms

Chris Keighley

Executive Team

Nadine Barnard
Head of Development

Sam Bradley
CEO

Lynn Jung
Digital Lead

Callun Lavington
Digital Lead

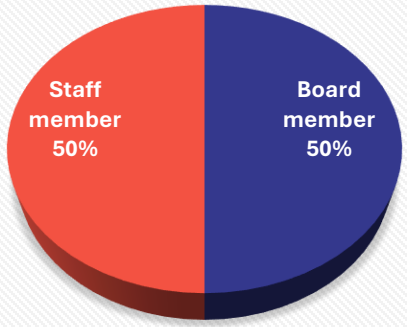
Max Ward
Connecting Communities Lead

Julie Standon
Workforce Support

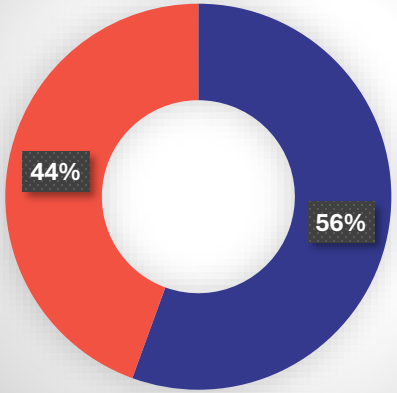
Charles Havill
Connecting Communities Support

Parkour UK staff and Board demographics (November 2024)

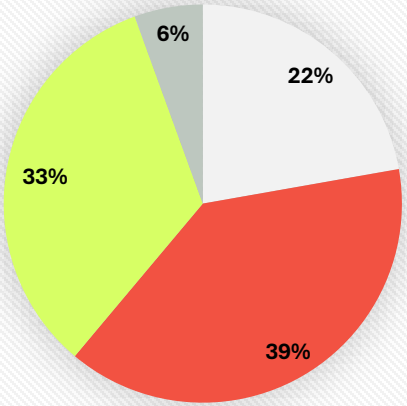
Board and staff split



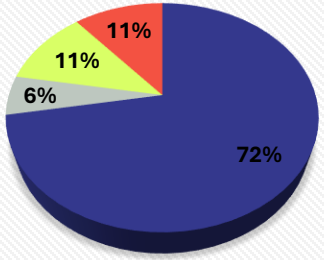
Gender identity split for Board and staff



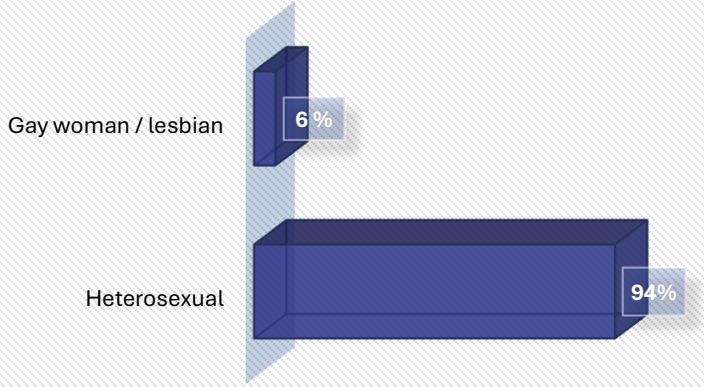
Board and staff ages



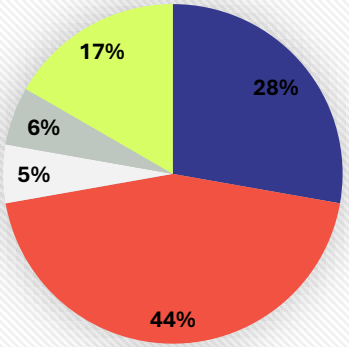
Board and staff ethnicity



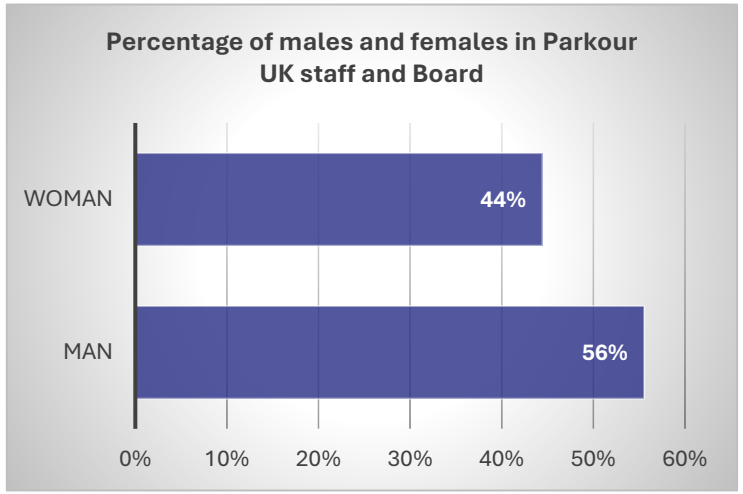
BOARD AND STAFF SEXUAL ORIENTATION

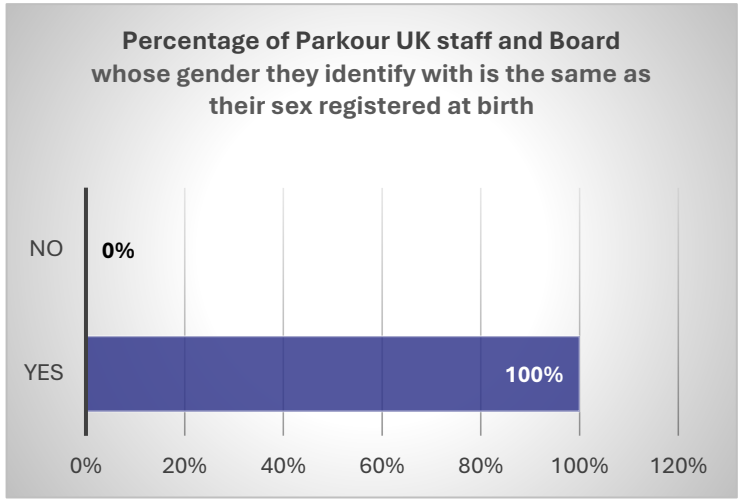


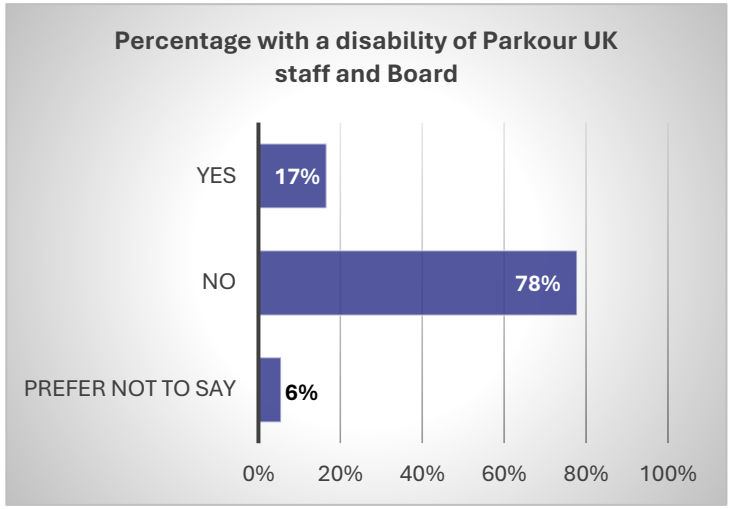
Board and Staff Religion or Belief



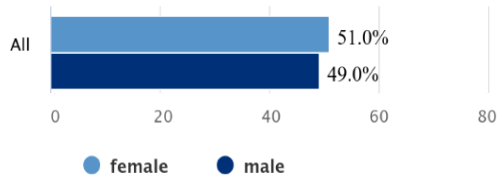
Board and staff demographics in comparison to ONS data



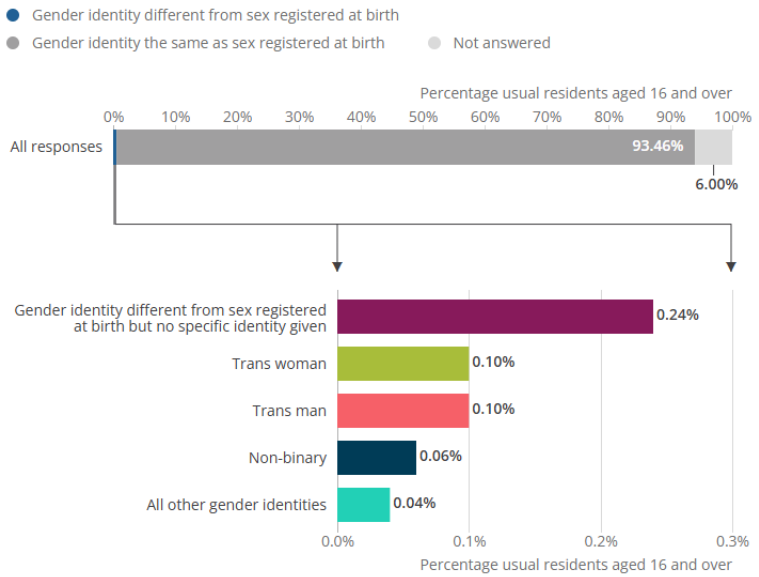


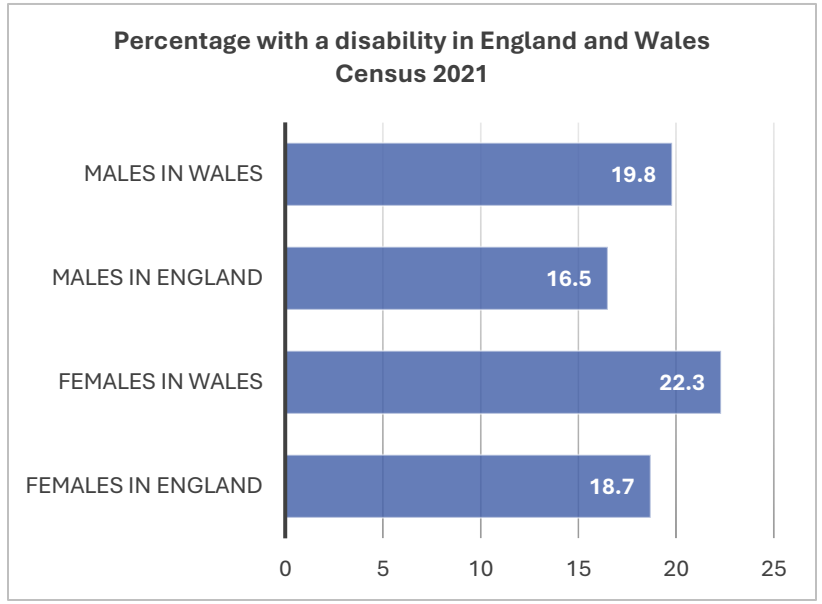


Percentage of male and female population. England and Wales Census 2021

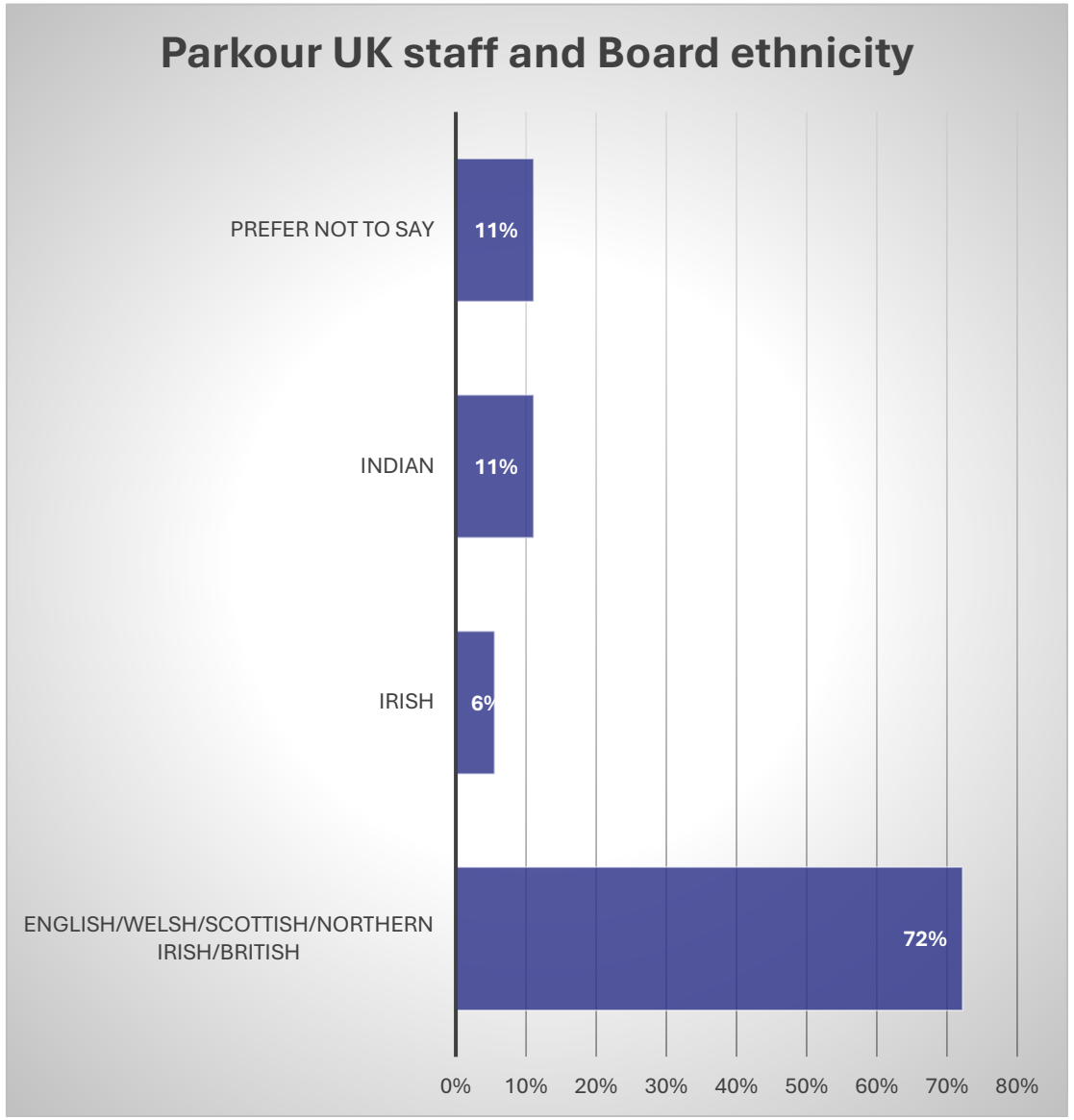


Gender identity England and Wales Census 2021

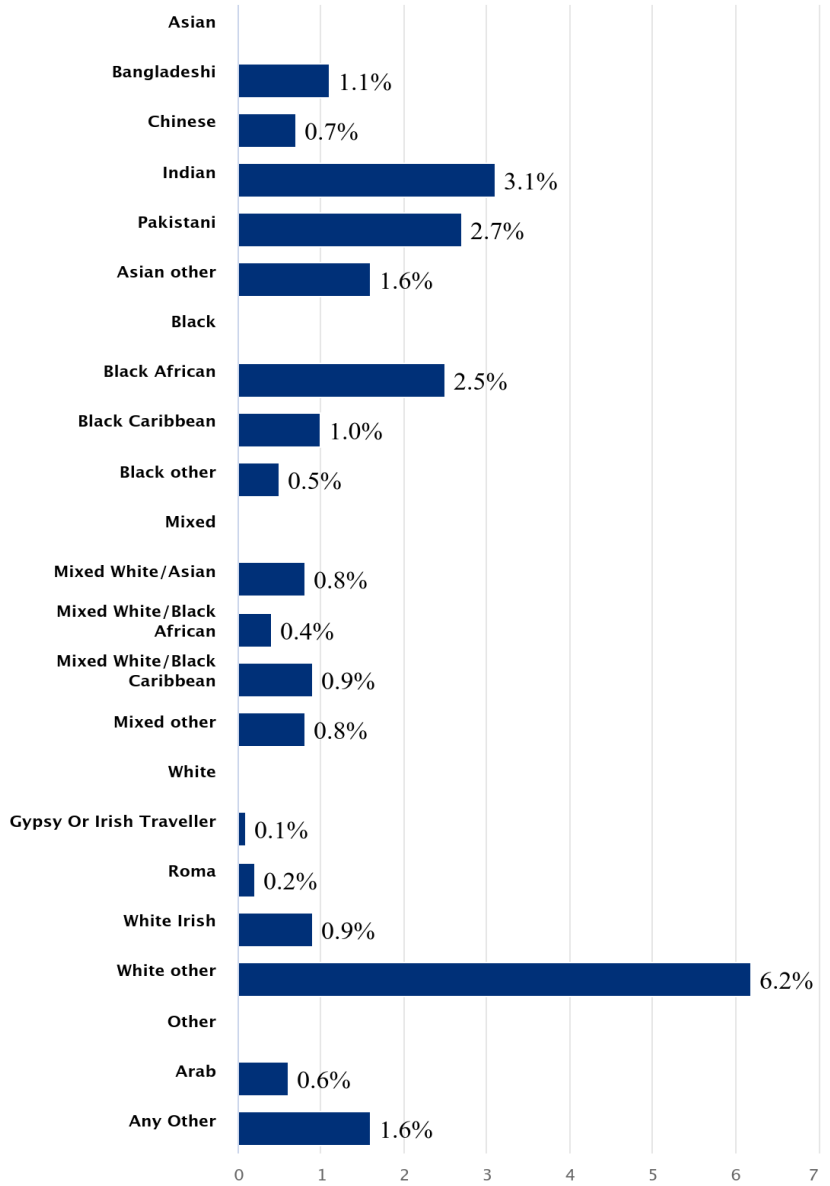




Board and staff demographics in comparison to ONS data



Population of England and Wales by ethnicity (excluding White British). England and Wales 2021 Census



Consultation

In late 2023, Parkour UK's Connecting Communities team undertook a comprehensive survey aimed at gathering valuable insights from participants of Parkour across the United Kingdom. Running from early December to mid-January, the survey, targeted respondents through Parkour UK's Instagram page and reached out to community leaders nationwide for distribution. Over the duration of the survey, 107 participants engaged with the questionnaire.

The primary objective of the survey was to assess interest levels in coaching, competition, and National Governing Body (NGB) membership among Parkour practitioners. The findings served as critical inputs for Parkour UK's strategic decisions and organisational initiatives.

Additionally, demographic data collection encompassed age, gender, and UK regional distribution. Aligned with Parkour UK's commitment to equity and inclusion, particularly under the Uniting the Movement initiative, this data aids in identifying and addressing gaps within the Parkour community.

Demographic Data

Analysis revealed concentrated participation in London, the Southeast, Scotland, and the Southwest, collectively constituting over half of the surveyed sample. However, recognising the existence of sizable Parkour communities beyond these regions, Parkour UK aims to enhance inclusivity by amplifying engagement in Northern England. Current strategies include supporting grassroots initiatives and coordinating events to bolster the community involvement in Parkour UK decision making processes.

Gender

Notably, around 90% of respondents identify as male, indicating a significant gender disparity within the UK Parkour community. To address this gap, Parkour UK conducted semi structured interviews with female athletes to gain deeper insights into their perspectives and experiences. These interviews, available as podcasts, will serve as educational resources to foster inclusivity and support for female, trans, and non-binary practitioners.

Parkour UK Priority Groups

- To inform the direction of the Action Plan and ensure resource is placed in the right areas for positive change, Parkour UK has identified the following priority areas based on Parkour UKs current picture, consultation and wider context in the UK.

- Children (preschool)
- Children (Key stage 1)
- Children (Key stage 2)
- Young people (Key stage 3 & 4)
- Young people (aged 16-24)
- Increasing participation in women and girls
- Areas of low socio-economic status (IMD 1-4)

Action Plan

Our priorities

01

People – Develop, promote, connect. Developing people through a programme of learning opportunities and qualifications, **promoting** people by telling their stories, and connecting people to build community and belonging.

02

Digital first approach – parkour is about coming together to move, however, in all aspects of our lives, we now find our **way** to the activity digitally. Our free to access digital platforms will reach underserved communities in their homes. Through our digital systems you will find everything you need to know about parkour.

03

Partnerships – we can achieve more, moving more quickly, if we do it together with other who share our purpose and mission. Parkour businesses and coaches. Grant funders. Commercial partners. Other sector partners. Cross sector partners, e.g. health, criminal justice.

Action Plan

Leadership

Objective/ priority	Task/Action(s)	Lead	Measures of success	Time-frame	Actual performance/ progress
L1.1	Director appointments will include a declaration of good character and a commitment to integrity, promoting high standards of ethical and inclusive culture as well as an acknowledgment of the necessary time commitment.	Board & CEO	100% of newly appointed directors formally sign and submit a "Declaration of Good Character and Commitment to Ethical Leadership" prior to assuming their role.	Q2 2024	All current Directors have signed a Declaration of Good Character
L1.2	All new appointments made will include ED&I responsibilities	CEO & HOD	Role descriptions for new hires and board appointments explicitly include Equity, Diversity, and Inclusion (ED&I) responsibilities, with documentation audited for each new appointment.	Q3 2024	All new roles have included ED&I responsibilities.
L1.3	ED&I will be a standard question in all interviews	CEO & HOD	All interview processes for all roles include a standardised Equity, Diversity, and Inclusion (ED&I) question, with responses documented and reviewed as part of candidate evaluation.	Q3 2024	All roles have included ED&I questions in the interview process
L1.4	Recruitment & selection packs/policies to be enhanced to demonstrate a commitment to EDI – e.g. inclusive recruitment approaches, positive action. Embed EDI in the recruitment process	HOD/NED ED&I	Demonstrable improvement in workforce diversity and inclusion outcomes, including increased number of applications from underrepresented groups and improved staff perceptions of fairness in recruitment and selection processes.	Q2 2024	Advice sought from the Senior Equality, Diversity and Inclusion Adviser at UK Sport and from the Principal Research Associate, Sports Practice at Perrett Laver. Job packs amended to demonstrate a commitment to EDI and inclusive recruitment
L1.5	Ensure candidates are asked whether they need any adjustments when invited for interview and that interview questions are based upon the competencies needed to perform the role.	HOD	Improved candidate experience and equitable hiring outcomes, evidenced by high satisfaction with the interview process among candidates with disabilities or access needs.	Q2 2024	Included in latest job packs and asked when invited for interview.

Leadership (continued)

Objective / priority	Task/Action(s)	Lead	Measures of success	Time-frame	Actual performance/ progress
L1.6	2035 strategy to include ED&I as a 'golden thread' that runs through everything we do as a business	CEO	ED&I is fully embedded and visibly reflected in the organisation's culture, strategic decision-making, leadership accountability, and business outcomes. Evidenced by sustained improvements in diversity metrics and integration of ED&I objectives across all business functions.	Q1 2025	Included in strategy
L1.7	ED&I Training will be delivered to all staff	HOD	100% of staff will have completed core ED&I training with ongoing refresher cycles in place, resulting in measurable improvements in inclusive behaviours, employee confidence in applying ED&I principles, and positive shifts in workplace culture.	Q2 2025	Survey gone out to assess knowledge gaps. Looking at training and delivery options.
L1.8	An ED&I Training plan will be created to keep staff knowledge current.	HOD	ED&I training plan is fully embedded and continuously updated, resulting in a well-informed workforce where 90% of staff report confidence in applying ED&I principles, and inclusive practices are consistently demonstrated across the organisation	Q1 2025	
L1.9	Investigate the possibility of working towards a charter mark or accreditation	HOD/NED ED&I	The organisation achieves and maintains a recognised ED&I charter mark or accreditation (e.g., Disability Confident, Stonewall, Race Equality Charter), leading to demonstrable improvements in ED&I practices, external recognition, and employee confidence in the organisation's commitment to inclusion	Q3 2027	

Governance

Objective/ priority	Task/Action(s)	Lead	Measures of success	Timeframe	Actual performance/ progress
G1.1	Appoint and maintain an ED&I Board Lead	Board & CEO	ED&I Board Lead is consistently in place, visibly championing ED&I at the highest level, resulting in strengthened governance, improved accountability, and demonstrable progress on ED&I objectives across the organisation.	Q1 2024	ED&I Board Lead in place
G1.2	Create Terms of Reference for the EDI group, to include purpose, objectives, structure, membership, responsibilities, operating procedures (Quorum), evaluation and reporting.	Board	The ED&I Committee operates effectively under a formally adopted and regularly reviewed Terms of Reference, with measurable influence on organisational culture, policy, and performance — demonstrated by delivery against objectives, active engagement, and recognised governance impact.	Q4 2024	In place
G1.3	Maintain an ED&I Sub-Committee in place to advise and address ED&I Governance issues. The sub-committee will support Parkour UK to be accountable to the beliefs and aims outlined in the diversity & inclusion policy	Board & CEO	The ED&I Sub-Committee is a sustained and effective governance body, actively advising on ED&I strategy, monitoring accountability against Parkour UK's Diversity & Inclusion Policy, and contributing to measurable improvements in inclusive culture, decision-making, and representation.	Q3 2024	Recruiting another member in September 2024
G1.4	The ED&I Sub-Committee will meet at least four times per year and will report to the Board at least twice per year the progress made against the plan.	ED&I Sub-committee	ED&I Sub-Committee consistently meets, with all required reports submitted to the Board, leading to increased Board oversight, integration of ED&I into strategic decisions, and demonstrable progress on ED&I objectives.	Q1 2025	Sub-committee in place, meeting regularly and sporting to Board.
G1.5	Devise an ED&I Policy which explicitly refers to the Equality Act 2010, and is reviewed annually	ED&I Sub-committee	Maintain an ED&I Policy that is fully aligned with the Equality Act 2010, reviewed annually, and demonstrably influences organisational decision-making, practices, and outcomes — with increasing staff awareness and knowledge, legal compliance, and measurable progress on ED&I objectives.	Q3 2024	In place. To be reviewed in Oct annually
G1.6	Board members to review, amend where necessary and agree the DIAP on a quarterly basis.	Board & CEO	The Board consistently reviews, updates, and approves the Diversity and Inclusion Action Plan (DIAP) every quarter, ensuring that the plan remains current, actionable, and drives measurable progress towards ED&I goals.	Q1 2025	To be reviewed in April 2025
G1.7	The final DIAP to be published and communicated to stakeholders via our website, our social media and internal and external communications channels.	Digital Team	Ensure the successful publication, accessibility, and sustained engagement with the final DIAP by effectively communicating its goals, progress, and impact through our website, social media, and communication channels. This includes maintaining ongoing visibility and embedding the DIAP into the organisational culture.	Q1 2025	Website being built. Decide on where DIAP will sit
G1.8	Maintain a risk register which specifically references ED&I	Board & CEO	The risk register is consistently maintained, reviewed quarterly, and includes up-to-date, specific references to ED&I risks. ED&I-related risks are actively monitored, with mitigation actions tracked and integrated into broader risk management practices, demonstrating proactive governance and accountability.	Q1 2025	Risk register in place and reviewed quarterly at the FAP Sub-committee meeting

Representation

Objective/ priority	Task/Action(s)	Lead	Measures of success	Timeframe	Actual performance/ progress
R1.1	Interview panels will be as diverse as possible	CEO/HOD/NED ED&I	Interview panels consistently reflect a diverse mix of individuals in terms of gender, ethnicity, and other key characteristics, contributing to more equitable and inclusive recruitment outcomes.	Q2 2024	Diverse demographic interview panel for ED&I Sub-Committee role
R1.2	Include ED&I section on the website to include DIAP, policy, resources, training and CPD available	HOD/Digital Lead	An ED&I section is established and maintained on the organisation's website, consistently updated with the latest DIAP, policies, resources, training, and CPD opportunities, reinforcing the organisation’s commitment to transparency and continuous improvement in ED&I.	Q4 2024	Website launched in April 2025
R1.3	Create a youth forum to listen to the voice of young people in everything we create	CEO/HOD	A youth forum is established and embedded as a core consultative body, with diverse representation of young people actively contributing to organisational decision-making. The forum meets regularly, and major projects or initiatives include input from the forum. Evidence of influence is visible through youth-informed changes in policies, programs, or communications, with ongoing evaluation and feedback mechanisms in place to ensure relevance and impact.	Q3 2025	
R1.4	Create a women's forum to listen to the voices and opinions of women to co-produce projects and resources	CEO/HOD/Workforce Coordinator	A women's forum is established and sustained as a collaborative space where women’s voices and perspectives directly inform the co-production of projects and resources. The forum meets regularly with relevant projects demonstrating clear input or co-creation by forum members. Success is evidenced through increased engagement, improved relevance for women, and positive feedback from participants.	Q3 2025	
R1.5	Introduce a subsidy fund for females to train as parkour coaches	HOD/Connecting communities	A dedicated subsidy fund is established and maintained to support women in training as parkour coaches. The fund enables a steady increase in the number of qualified female coaches. Success is demonstrated through increased gender diversity in the coaching workforce, positive participant feedback, and evidence of long-term retention and progression of women within parkour coaching roles.	Q2 2025	Application form and criteria has been created for 2 different funds. Launch to be over the summer 2025.

Representation (continued)

Objective/ priority	Task/Action(s)	Lead	Measures of success	Timeframe	Actual performance/ progress
R1.6	From data and insight gathered through the Connecting Communities survey and the Women in Parkour Project, we intend to increase participation in parkour amongst women and girls in lower socioeconomic areas – ***needs more scoping on what this will be and how this will be done***	HOD/Digital Lead	Insights from the Connecting Communities survey and the Women in Parkour Project directly inform targeted strategies that lead to a measurable increase in participation among women and girls from lower socioeconomic areas. Participation increases with programs specifically tailored to address identified barriers. Success is tracked through annual data collection, participant feedback, and sustained engagement levels, demonstrating improved access, inclusion, and community impact.	Q3 2027	
R1.7	Create priority plans to underpin the strategy and detail how we will achieve our objectives within this document: 1. Digital information plan 2. People Plan 3. Partnerships Plan	CEO/HOD	Priority plans are developed, aligned with the overarching strategy, and implemented with clear milestones, ownership, and resource allocation. Each plan demonstrates measurable progress toward strategic objectives, with annual reviews, transparent reporting, and cross-functional accountability. Success is evidenced through improved digital engagement, workforce capability and diversity, and the growth and impact of strategic partnerships.	Q1 2025	Plans currently being written
R1.8	Work in partnership with Oak Academy to get parkour on the school curriculum and provide teachers with free teaching resources	HOD/Workforce Support	A strategic partnership with Oak National Academy is established and maintained, resulting in the successful integration of parkour into the school curriculum. Parkour teaching resources are developed, freely accessible, and actively used by educators nationwide. Success is measured through the number of schools adopting parkour content, uptake of teacher CPD, resource download and usage metrics, teacher feedback, and increased student participation in parkour.	Q2 2025	Working with Oak Academy to develop the content, ensuring it aligns with our Introductory course/teacher CPD

Stakeholder Participation

Objective /priority	Task/Action(s)	Lead	Measures of success	Timeframe	Actual performance/ progress
SP1.1	Encourage diversity and inclusion through our messaging. Promote diverse imagery, wording and language within company policies and process guidance documents.	Digital Lead	Diversity and inclusion are consistently reflected in all organisational messaging, policies, and process guidance documents through using inclusive language and diverse imagery. All core documents are reviewed, updated, and aligned with ED&I principles. Success is measured through periodic audits, stakeholder feedback, and improved perceptions of inclusivity contributing to a more welcoming and representative organisational culture.	Q3 2024	Sourcing a range of diverse images to use on the website and in our messaging. Using 'Recite Me' tools.
SP1.2	Transgender inclusion (in consultation with the EDI Subcommittee). We will then consult with the community and stakeholders on this.	Competition Lead	Transgender inclusion is meaningfully embedded within organisational culture, policies, and practices through consultation with the EDI Sub-committee, broader community and stakeholders. Inclusive policies are developed and implemented, with ongoing consultation processes in place. Success is measured by the adoption of clear guidelines supporting transgender individuals, increased visibility and representation, positive feedback from transgender stakeholders.	Q3 2024	Competition Working Party in place and draft framework.
SP1.3	Review workforce and Learning and Development for Parkour, with external expert coach development input and in conjunction with our partners, particularly SE & CIMSPA.	Workforce Support	A sustainable, nationally recognised workforce and learning & development (L&D) framework for Parkour is embedded and accredited through CIMSPA, co-designed with expert coaches and sector partners, resulting in an increase in qualified parkour workforce and an increase in participation or delivery quality.	Q3 2024	Workforce Planning and Review Team recruited from both the parkour community and externally are reviewing our qualifications
SP1.4	People Plan: develop a people plan which addresses the wider Parkour external workforce and our internal team (staff and board) that will help us understand the people including the demographic, ensure we get the right people, develop them and develop leadership.	CEO	A fully implemented People Plan is actively shaping a diverse, skilled, and values-aligned parkour workforce—internally (staff and board) and externally—evidenced by demographic insight and increased workforce diversity.	Q2 2025	In progress
SP1.5	Develop and launch an entry level 'introduction to Parkour' coaching qualification, reducing the age requirements, making parkour coaching more accessible.	Workforce Support	An accredited, entry-level 'Introduction to Parkour' coaching qualification is nationally available with reduced age access leading to an increase in new coach registrations, and measurable growth in coaching representation from diverse backgrounds.	Q1 2026	Workforce Planning and Review Team recruited from both the parkour community and externally and working on content creation.
SP1.6	Through the membership offer create a hub network to deliver qualifications. Qualification owned by PKUK, designed with scale capability, through a local delivery model.	CEO/HOD	Member-led hub network is fully established, delivering nationally recognised PKUK-owned qualifications through at least 12 local delivery partners, with consistent quality assurance, enabling scalable access and resulting in an increase in annual qualification completions and geographic coverage across the UK.	Q4 2025	Membership platform testing currently in operation with the launch due in July 2025.
SP1.7	Stakeholder mapping and engagement: Map our stakeholders in the UK and internationally, and develop our engagement plan.	CEO/Digital Lead	Parkour UK has a comprehensive and regularly updated stakeholder map covering UK and key international partners, with an active engagement plan in place that results in strategic collaboration with high-priority stakeholders and measurable increases in partnership activity.	Q2 2025	
SP1.8	School Partnerships - Assist coaching businesses in entering schools to deliver PE sessions, after-school clubs, or curriculum based programmes	Workforce Support	Toolkit to be produced to enable Parkour UK-supported coaching businesses to actively deliver PE, after-school, or curriculum-based parkour programmes in schools nationwide with providers sustaining school partnerships beyond one academic year.	Q4 2026	

Data & Insight

Objective/ priority	Task/Action(s)	Lead	Measures of success	Timeframe	Actual performance/ progress
D1.1	Engage the parkour community more formally through quantitative and qualitative research approaches to collect data and build insight on their engagement in parkour, and future wants and needs	Connecting Communities Lead and Support	Establish a recurring, formal insight programme combining quantitative and qualitative research methods, engaging community members annually, with findings directly informing strategy, policy, and programme design—evidenced by published insight reports and alignment between community-identified needs and organisational priorities	Q1 2024	Completed
D1.2	Women in Parkour Research Project – Survey to help understand the lived experiences by women in parkour. The survey will also include perspectives from both trans and cis gendered athletes.	Connecting Communities Lead & Support	The Women in Parkour Research Project has collected and analysed comprehensive survey data from cisgender and transgender women athletes, producing actionable insights that influence Parkour UK policies and programmes—leading to measurable improvements in inclusion, safety, and participation rates among women in parkour over subsequent years.	Q3 2024	Survey conducted
D1.3	Implement a new membership platform to collect ED&I data of our members and enable us to run reports on the data collected.	HOD/Workforce Support	The new membership platform is fully implemented and adopted by 100% of Parkour UK members, enabling comprehensive collection and secure management of ED&I data, with reporting capability that drives targeted inclusion initiatives and results in measurable improvements in diversity metrics and member engagement.	Q1 2025	Agreement signed with Sport:80, launch in July 2025
D1.4	Undertake a mapping exercise to determine where all the parkour gyms, businesses and parks are and overlay this with the IMD data to establish where there is existing parkour provision in lower socioeconomic areas.	Digital Lead	Complete a comprehensive map of all parkour gyms, businesses, and parks across the UK, overlaid with Index of Multiple Deprivation (IMD) data, identifying current provision in lower socioeconomic areas and informing targeted investment and development strategies that increase parkour access in more deprived communities.	Q1 2025	In progress – data being collected
D1.5	Conduct an EDI staff survey ensuring questions are adequate to perform qualitative and quantitative analysis	HOD/ED&I NED	Complete an annual EDI staff survey featuring validated qualitative and quantitative questions, achieving a minimum 90% staff participation rate, with survey findings systematically analysed and integrated into organisational policies and training programmes—resulting in measurable improvements in staff perceptions of inclusion, equity, and belonging.	Q3 2024	Survey sent out and results collated In Nov 2024.
D1.6	Conduct a data report on Board, SLT and Staff (to include as a minimum, gender, ethnicity, disability)	HOD/ED&I NED	Produce a comprehensive annual diversity report covering Board, SLT, and staff demographics—including gender, ethnicity, and disability—with 100% data completeness and transparency, using the insights to set measurable diversity targets and track progress towards a more representative leadership and workforce over time.	Q3 2024	Survey sent out and results collated in Nov 2024
D1.7	Conduct a gap analysis on ED&I knowledge across the business	HOD/ED&I NED	Complete a comprehensive ED&I knowledge gap analysis, achieving 95% staff participation, and use the findings to develop and implement targeted training programmes—resulting in an increase in staff confidence and competence in ED&I principles and practices.	Q3 2024	Included in survey conducted in Nov 2024.