



Herts Sports Partnership Equality Action Plan (Draft)

Updated September 2017

Contents

Introduction.....	1
Approach & key findings.....	2
Detailed action plan priority 1: Human Resources.....	4
Detailed action plan priority 2: Representation & Governance.....	6
Detailed action plan priority 3: Marketing & Communications.....	7
Detailed action plan priority 4: Delivery (BAME groups).....	9
Detailed action plan priority 4: Delivery (Disabled people).....	11
Detailed action plan priority 4: Delivery (Women & girls).....	13

Detailed action plan priority 4: Delivery (Lower Socio - economic groups).....16

1.1 Introduction

The Herts Sports Partnership achieved the Foundation level of the Equality Standard for Sport in July 2007. Undertaking this framework proved a valuable process and has brought to our attention areas where we are very effective and should celebrate success and areas where we can improve the way we work. This action plan therefore attempts to address some of these areas for improvement and areas where we should continue existing good practice.

Although many sports organisations maintain that they have an 'open door' policy, this has not necessarily changed the traditional levels of participation and involvement in sport. Research shows that many sports have low participation levels by women and girls, ethnic minority groups, disabled people and, in some cases, young people, and these groups are therefore 'under-represented'. Herts Sports Partnership itself claims to be an "all inclusive" organisation and much of the evidence that has been gathered as part of going through the Equality Standard framework has proved how committed we are to increasing participation within all groups in the county. However there is less evidence that demonstrates a strategic direction or framework through which Herts Sports Partnership aims to increase participation in areas of traditionally low participation. This action plan is therefore useful in helping us to develop this strategy.

By seeking to reach the preliminary level of the Equality Standard there are key benefits the Herts Sports Partnership hopes to take advantage of. The framework and action plan can be used as tools to increase the number of participants, members, coaches, officials, spectators and volunteers by reaching new audiences. It can help us to meet legal duties thereby reducing the likelihood of litigation, enhance the skills and knowledge base of Herts Sports Partnership staff and volunteers and increase active involvement in equality at every level and improve equality practices. Having already built a foundation with regards to equality the framework will also help Herts Sports Partnership to build on existing good practice in equality, assess and review current equality policies and assess and review equality performance and achievements.

1.2 Approach & key findings

- **Consultation**

Specific meetings have been attended to inform this action plan with all Herts Sports Partnership staff, local authority sports development officers (SDOs) and school sport partnership development managers (PDMs). The intention by attending these meetings was to inform all officers of the commitment of Herts Sports Partnership to the Equality Standard and to update on the progress towards this. An exercise also took place with all to determine what work is currently being undertaken to address inequality and what barriers there were to increasing participation among under-represented groups.

- **Audit and review**

An audit of the equality profile of staff, volunteers, executive board, coaches and officials, human resource policies, marketing and communications and profile of members, participants and service users has taken place.

Several key findings can be identified from the above review and audit which could inform future work with regards to equality. Firstly with regard to the profile of the sporting workforce in Hertfordshire and the human resource practices of the HSP: The HSP should continue to ensure that staff and volunteers have the skills and knowledge to work in an equitable way and, that policies and procedures are adhered to. The profile of coaches illustrates that equality awareness training has not been undertaken by all coaches and this training needs to be made available to all. The HSP could consider the opportunity to up-skill the coaching workforce which seems to be lacking in equality training and further research (including further training needs analyses of coaches) could be conducted. From the profile of staff and executive board members there is perhaps an opportunity to bring representation from BAME and/or faith groups, women and disability voluntary groups. This could be achieved by building

upon communication lines and networking and promoting employment opportunities widely to these groups. Despite the fact that the demographic profile of Hertfordshire shows BAME groups in the minority, the Active people / lives Survey data shows that within these communities participation is low and this could be addressed by better engaging with and securing representation on the board from these groups. Although both male and females are well represented in the staff team and among the coaches who responded to the questionnaire, the number of women who sit on the board does not currently meet the Code for Sports Governance requirements and this does not reflect demographic profile. Flexible working within the workplace already exists and this should continue.

In the area of marketing and communications: The HSP should continue to ensure that equality is considered in its marketing and communications strategies and should promote activities and opportunities widely to all areas, including under-represented groups. Communications and promotional materials should be relevant and accessible to under-represented groups and the HSP should continue to ensure that its internal communications are effective and that policies and procedures are understood by all. Equality issues should continue to be communicated and promoted within the partnership.

Finally the HSP should consider the profile of participants, volunteers and club members in working towards its key aim of increasing participation in sport and physical activity. The above review demonstrates that participation in sport, volunteering and club membership is low in BAME communities and among disabled people and women. There is a need for the HSP to seek to develop programmes of activity and projects that address this disparity. Further research will be required to investigate why it is that BAME groups, disabled people and women participate less in sport, what are the barriers to their participation and what is it that they need or desire to allow them to take part.

- **Next steps**

The outcomes of the review demonstrate that there are four priority areas the HSP should consider through this equality action plan. These areas are as follows and will now be explored in detail:

- Human Resources

- Representation & Governance
- Marketing & Communications

1.3 Priority 1: Human Resources

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Continue to ensure that all HSP staff and volunteers have the skills and knowledge to work in an equitable way	Continue to ensure that all new members of staff undertake UH equality training as part of their induction	KF	Officer time	All existing staff have undertaken mandatory training	Ongoing	Improve minimum standards of staff training and continue to review this periodically.
	All staff to undertake additional equality training to improve the general practice in all work HSP are involved in.	KF	Officer time UH Courses	In progress of implementing Coach Education Week	Ongoing	All staff have undertaken additional equality training.
	Conduct a review of the coaching workshops provided by HSP and seek to provide relevant equality training for coaches in Hertfordshire by monitoring coaches attending the workshops	CS	Officer time	Ongoing review of these workshops takes place. Consultation and feedback used to assist this.	Ongoing	Revised workshop programme developed based on needs of coaches

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Executive Board members to undertake equality training to represent HSP as best as possible	JOC/ CSPN	Officer / volunteer time	In progress of implementing Coach Education Week	Ongoing	All board members have undertaken training
Continue to ensure that equality policies and procedures are understood and adhered to by HSP staff and volunteers	Ensure all staff are kept up to date on the policies and procedures of UH and their relevance to HSP work through staff team meetings	KF	Officer time	Ongoing communication to ensure awareness of most current policies.	Ongoing	Quarterly updates at team meetings given
	Identify a representative from the HSP staff team for any policy and procedure queries and implementation	KF	Officer time	In progress of implementing	Ongoing	All staff are aware of staff member who leads policy and procedure queries
	Ensure the HSP equity statement is kept up to date and agreed periodically by the HSP board	JS	Officer time	Kept up-to-date and reviewed as mentioned Board Approval	September 17	Update given and agreement sought on the equality statement & displayed on website

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Identify and promote opportunities for under-represented groups in the sporting workforce	Actively identify and communicate opportunities for potential coaches that are open to all including under-represented groups	CS	Officer time	Review of how opportunities are marketed and ensure there is no bias	Ongoing	Range of people applying for opportunities are of a more reflective representation of demographic
	Ensure recruitment opportunities within the HSP staff team are accessible and are not aimed at particular groups by using key words that might disengage certain people	KF	Officer time	Review of how opportunities are marketed and ensure there is no bias All agreed with HR.	Ongoing	Range of people applying for opportunities are of a more reflective representation of demographic

1.4 Priority 2: Representation & Governance

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Ensure that the interests of under-represented groups are supported at leadership level within the HSP	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its Board. Demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity, and disability.	JS	Officer time	Review of current status of HSP board	Ongoing/ Annual	Representatives from interest groups for under-represented people on the HSP Board
	Progress the role of the HSP executive board champion/s for equality	JS	Officer time	Review the current role of executive board champion/s.	September 17	Executive board champion/s chosen and role confirmed
	Continue to review the HSP constitution on a periodical basis to ensure its relevance with regards equality	JOC	Officer time	Reviewed ...	Ongoing	Constitution reviewed on annual/periodical basis and agreed at HSP AGM

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Continue to ensure that HSP staff support infrastructure organisations for under-represented groups	Progress the representation of HSP officers on other voluntary sector network groups for the under-represented	JOC/FD /JS	Officer time	In progress of implementing	Ongoing	Representation is closer to local demographic
	Attend local BAME network meetings to improve partnership and connection with BAME people to inform HSP work	JOC/FD /JS	Officer time	Network meetings to be reviewed	Ongoing	Actively seek events and communities, where relevant, to ensure equal opportunities in the work HSP deliver

1.5 Priority 3: Marketing & Communications

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Ensure that the marketing and communications strategy for HSP considers equity issues	Continue to ensure that equality is a key feature of the marketing & communications strategy	SW	Officer time	Relevant training & advice through Ros Cramp (Disability Officer), EFDS and UH training.	Ongoing	Marketing strategy is reviewed and developed on an regular basis and includes equity issues
	Continue to review marketing and communications on an annual basis to ensure knowledge is relevant and up-to-date	SW	Officer time	Relevant training & advice through Ros Cramp (Disability Officer), EFDS and UH training.	Ongoing	Annual review of marketing and communications including equity issues
Ensure that all communication and promotion tools are	Ensure that all elements of HSP website and publicity material are accessible and available in a variety of formats	SW/RC /GR	Officer time	Language, wording, images, content and format of material are considered when publishing	Ongoing	Annual review of marketing and communications to assess

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
accessible and relevant to under-represented groups	Ensure all publicity and promotion is non-discriminative and is fairly represented	SW	Officer time	Efforts made to reflect local population through marketing and news as best as possible.	Ongoing	Annual review of marketing and communications to assess. Consultation with under-represented groups to identify areas to improve.
	User friendly training to ensure content is suitable and accessible to all groups	SW	Officer time	Kept up to date on training and tools available to assist marketing material accessibility	Ongoing	Annual review of marketing and communications to assess
	Ensure the content of the HSP website is relevant to and contains information for anyone interested in sport and is fairly represented.	SW/GR	Officer time	Tabs on website for under-represented groups are updated on a regular basis	Ongoing	Expand and develop content that is available.

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Continue to ensure that the HSP e-mail newsletter is dynamic and includes news relevant to all including under-represented groups	SW/GR	Officer time	Monthly newsletter is sent out and available online for all to read	Ongoing	Increased efforts made to improve content of e-mail newsletter to be closer to fair representation of community.
Information about all sport and physical activity sent by HSP is more fairly represented to engage all in community interested.	Improve communication and engagement at all levels with under-represented groups.	SW	Officer time	Review of current state of HSP marketing communications efforts	Ongoing	Annual review of marketing and communications to assess Improved representation of readers of HSP information.
	Promote all HSP activities widely through social media to all groups interested	All staff	Officer time	Scheduling of social media posts and website updates aim to promote activities equally	Ongoing	Annual review of marketing and communications to assess

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Ensure all press releases are sent to relevant and specific press associations and publications for under-represented groups	SW	Officer time	Press releases are put on HSP website for all to access	Ongoing	Annual review of marketing and communications to assess Review of who press releases should be shared with, to ensure awareness and access.
Share examples of good practice with and learn from other CSPs in the region	Continue to attend the regional communications group on a regular basis to improve work procedures and practice	SW	Officer time	Regular attendance at events	Ongoing	Annual review of marketing and communications to assess
	Feedback examples of good practice in relation to equality to the staff team from regional communications group	SW	Officer time	Regular Feedback	Ongoing	Annual review of marketing and communications to assess
Continue to ensure that internal communications within the HSP staff team and volunteers are effective	Establish a formal mechanism to ensure that all staff are aware of meetings attended by other officers and that information relating to equality is fed back to the team from these meetings	Equality Lead	Officer time	Add to 10 minute meeting updates	Ongoing	

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Equality lead officer to continue to feedback to HSP staff at team meetings and HSP Board on equality issues	JS	Officer time	Include in updates	Ongoing	Quarterly updates at staff team meetings and HSP Board meetings are engaged and taken on board.
	Continue to invite external equality leads from the county or region to team meetings and HSP Partners' forum events	JS	Officer time	Ongoing EFDS, Sported and StreetGames all engaged	Ongoing	Officers are connected to regional leads

1.6 Priority 4: Delivery (BAME groups)

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Conduct research to investigate further the barriers to participation and inform work	Consult with key agencies and BAME groups to identify barriers to participation in sport and sports volunteering	JS	Officer time	Engagement with BAME through satellite and sportive programmes	As required	Successful consultation
	Using existing tools such as the Active lives Survey conduct research to inform the development of specific projects in the county	JS/FD	Officer time	Using informed research to support project development and implementation	As required	Data collected assists planning and/or implementation of project

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Identify and implement projects to increase participation in sport and sports volunteering among BAME groups	<p>HSP staff to identify and implement projects to attract participants, volunteers and coaches from the BAME sector</p> <ul style="list-style-type: none"> Investigate potential for community champions to visit local schools, colleges and roadshows Continue to broaden the offer within the active students programme at UH to provide opportunities for all including people of BAME communities. 	<p>JS</p> <p>AH</p>	Officer time	Active encouragement of BAME projects/initiatives in or near Hertfordshire where relevant through funded programmes	Ongoing	Improvement in participant, volunteer or coaches in area relevant
	Work towards the development of Community Sports Networks in each district and improve representation of BAME groups in these networks	JS	Officer time	Ongoing	Ongoing	Improved representation

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Continue to build relationships and networks with key delivery agencies 'on the ground' to increase participation in sport and sports volunteering	Through Community Sports Networks, support applications for funding for them to implement and deliver projects to increase participation in sport and sports volunteering among BAME groups	JS	Officer time	Supporting applications and offering assistance of funding4sport for funding applications	Ongoing	Improved representation
	Support the development of people from BAME groups being engaged in sport through work with NGBs and county associations. <ul style="list-style-type: none"> Ensure marketing is representative of demographic to encourage diversity in engagement 	JS	Officer time	Support relevant projects/initiatives where available such as bursaries for under-represented groups.	Ongoing	Improvement in representation of BAME people in sport.
	Continue to work with national governing bodies to support their work with BAME communities	CC	Officer time	Handball Project		
	Develop links with community arts groups and identify joint projects to support BAME groups to participate in sports and sports volunteering	JOC	Officer time	YAMA Festival September 2015		

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Identify and implement projects to increase participation in sport and sports volunteering among disabled people	HSP staff to identify and implement projects to attract disabled participants, volunteers and coaches <ul style="list-style-type: none"> • Learning Disability Games • School Games • Disability Sports Hub 	RC	Officer time	Projects ongoing continue to attract participants from disabled groups	Ongoing	Increasing involvement of disability groups in participants, volunteers and coaches
	Herts Disability Sports Hub	RC	Officer time	Enhance sporting opportunities for disabled people in Hertfordshire	Ongoing	Increasing the capacity and reach of HDSH. Providing a more expansive selection of sports and driving disability sports.

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Disability Volunteering Project	RC / CS	Officer time	Provided training courses: Mental health awareness, EFDS Inclusive Communications, Activator courses, First Aid, Safeguarding, Visual Impairment, Including people with learning disabilities in sport	October '16 – October '17	Gain 50 volunteers through the programme to help disability clubs. 2 promotional events for disability sports and a number of courses to train volunteers
	Formulate a Hertfordshire Workforce Development Plan to include 10% disabled beneficiaries	-	-	Instructability Course		
	Work with school sports partnerships and sports development officers to begin to address the gaps in delivery identified through prior consultation	-	-	Projectability Programme		

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Support the expansion of the St Albans Special Olympics and East Herts	-	-	St Albans are at full capacity until more volunteers and resources are identified. East Herts Awards 4 All (A4A) bid		
	Continue to work with national governing bodies of sport on the development of plans to ensure targets for disabled people are included <ul style="list-style-type: none"> Contact NGB's and find out how disability is written into the sports plans and how new projects can help on their delivery. 	CC	Officer time	All NGBs invited to HSP Partners' Forum for Disability (Oct '16)		
Promote and support talented and elite performance disabled athletes	Playground to Podium – Crowdfunding platform	JOC	£5k Investment		Ongoing	Funds Raised

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Recognition of people committing time and engaging in disability Sports	Service to Sport Awards – Introduction of specific disability sports categories	LC/KF	Officer time	Inclusion of disability coach of the year and contribution to disability sport.		

1.8 Priority 4: Delivery (Women & Girls)

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Conduct research to investigate further the barriers to participation and inform work	Consult with key agencies and women & girls' groups to identify barriers to participation in sport and sports volunteering	LC	Officer time	Women and girls officer successfully delivering projects specific to women and girls needs in Herts	Ongoing/ Annual	Representation of women in sport improved from current state.
	Co-ordination with partners to research needs	LC	Officer time	Create successful projects such as This Girl Can & Moving Mums	Ongoing/ Annual	Expansion of projects across Herts year-on-year and research in to further projects

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Identify and implement projects to increase participation in sport and sports volunteering among women and girls	Women and girls officer with the HSP team to continue to identify and implement projects to attract women and girls into sport and sports volunteering	LC	Officer time & Funding	Continued research and development of ongoing projects and potential future projects for women and girls	Ongoing	Increase numbers of women and girls engaged in sport.
	Build on the This Girl Can campaign by delivering a This Girl Can in Herts week every year	LC	Officer time & Funding	Initiating This Girl Can campaign and delivering ongoing success	Annually	Improve upon the success of each This Girl Can in Herts week
	Continue developing and delivering The moving mums project across the county.	LC	Officer time £15,000	More sessions setup across Herts	Ongoing	
	Identify funding to continue the progress made by the women & girls project officer	JS	Officer time	Continued success of This Girl Can with launch in Feb 2017		
Continue to build relationships and networks with key delivery agencies 'on the ground' to increase participation in sport and sports volunteering	Through Community Sports Networks and other relevant forums, support applications for funding for them to implement and deliver projects to increase participation in sport and sports volunteering among women and girls	JS/RS	Officer time	Funding4Sport		

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Continue to work with national governing bodies of sport on the development of women and girls specific projects	CC	Officer time			

Priority 4: Delivery (Lower Socio-economic Groups)

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
Conduct research to investigate further the barriers to participation and inform work	Consult with key agencies and to identify barriers to participation in sport and sports volunteering by Lower socio-economic groups	JS	Officer time	Promote the Sport England inactivity fund for the economic disadvantaged Insight work updated	September	

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
	Co-ordination with partners to research needs	JS	Officer time	Link with Street Games for the Fit and Fed Project	Autumn	Expansion of projects across Herts year-on-year and research in to further projects
Identify and implement projects to increase participation in sport and sports volunteering among Lower socio-economic participants Continue to build relationships and networks with key delivery agencies 'on the ground' to increase	To continue to develop partnership working with agencies to develop the Fit and Fed Project.	JS	Officer time & Funding	Continued research and development of ongoing projects and potential future including Fit and Fed Voluntary and Community Sector conference	Ongoing	.
	Identify funding to support projects	JS	Officer time	Share Sport England funding		

Intended outcome	Task	Lead	Resources required	Progress to date	Timescale	Success Measure/ Milestones
participation in sport and sports volunteering	Through Community Sports Networks and other relevant forums, support applications for funding for them to implement and deliver projects to increase participation in sport and sports volunteering lower socio – economic participants	JS	Officer time	Funding4Sport		