

Equality and Diversity in Sport

Action Plan

2007 - 2008



Foreword



Lincolnshire Sports Partnership's commitment to Equality and Diversity

The Lincolnshire Sports Partnership is fully committed to the principles of equality of opportunity. Every partner is responsible for ensuring that nobody receives less favourable treatment on the grounds of age, colour, disability, ethnicity, parental or marital status, nationality, religious belief, social status, gender, sexual preference, than any other. The Partnership will endeavour to ensure that there is open access for all those who wish to participate in sport, that they are treated fairly and that we increase the number of people involved in sport and physical activity.

Stephen De Wint

Chief Executive Officer

Contents	Page
Who are the Lincolnshire Sports Partnership?	1
The core functions that the Partnership performs	2 – 3
Strategic co-ordination and planning	
Performance management	
Marketing and communications	
Areas of work	4 – 5
Children and Young People in Sport, NGB Sport and Community Sport	
Our Vision, Mission, Priorities and Values	6 - 7
Current situation – Our County	8 - 9
Research, what we have already achieved, Enforcing Equality and Diversity	
Delivering Equality and Diversity	
Equality Action Plan - Developing Our Organisation	
Our organisation understands the issues and barriers faced by under-represented groups	10 - 11
Our organisation has a robust action plan for equality which all staff, volunteers and key stakeholders understand	12 – 13
All staff and volunteers within our organisation understand the Principles of equality and their role in delivering against the action plan	14 – 15
Developing our services	16
Partner organisations and new audiences are aware and engaged in the delivery of the action plan	

Who are the Lincolnshire Sports Partnership? (The Partnership)

The Partnership is a collaboration of agencies committed to providing a high quality delivery system for people to benefit from sport.

The Partnership has the following characteristics:

- It is underpinned by a commitment to equity
- It seeks to ensure that sports development supports the plans of National Governing Bodies (NGB) plans
- Action is based on local need - influencing the understanding, interpretation and deployment of national, regional and local policy
- It is focused on investing in, and valuing people
- It is committed to achieving quality standards through continuous improvement and excellence in order to demonstrate impact
- It is fundamentally independent ensuring that the core partnership team is impartial in order to broker progress

The Partnership will actively contribute to increasing participation and widening access to sport and active recreation particularly with a focus on

- Helping developing more opportunities for hard to reach groups and those not already engaged in community sport
- Developing more community sports opportunities for young people by supporting the delivery of the Physical Education School Sport Club Links (PESSCL) strategy
- Development of Community Sports Networks (CSN's) to provide a voice for local people
- Support the delivery of whole sport plans
- The Partnership is pivotal in delivering the 1% per year increase in adult (16+) participation target set by government

The core functions that the Partnership performs are

Strategic co-ordination and planning

Interpreting and shaping national, regional and local policy to best-fit future community needs.

The Partnership:

- Advocates – as the ‘one voice for sport’ – leading and communicating the product and influencing public, political and organisational opinion
- Enables – supporting medium and long-term planning through the production of sub-regional strategies
- Delivers outcomes – co-ordinating delivery to avoid duplication.

Outcomes include:

- Alignment and optimum use of existing and potential resources
- Local delivery meeting local needs cost-effectively through community sports networks.

Performance measurement

Developing a single system to support effective decision-making for sport.

The Partnership works collaboratively to:

- Gather, interpret and disseminate information
- Develop mechanisms for sharing data and quantifying results
- Develop joint initiatives.

Outcomes include:

- The ability to make intelligent decisions and exploit opportunities
- A powerful system to make the case for investment.

Marketing

marketing the Partnership as a single point of contact for sport, for sharing information and innovation to ensure effective delivery on the ground.

Marketing for the people	Marketing by the people
<ul style="list-style-type: none">• Linking with campaigns• Recognition awards• Activities and opportunities	<ul style="list-style-type: none">• Networking conferences• Promotional materials and presentation support• Media management• Showcasing of good practice

Outcomes include:

- Maximum benefit derived from national and regional opportunities
- Best use of limited resources
- People feeling valued.

Communication

Creating a single point of contact

Hosting a website and providing relevant links

Maintaining a current database on clubs, coaches and volunteers

Building and maintaining relationships

Sharing and celebrating sport

Developing and sharing case studies and good practice.

Hosting and or providing support to networks, forums, conferences, updates and bulletins



Outcomes include:

- People feeling part of a system and knowing where to go for information
- Good practice becoming standard practice
- Effective networks at every level
- Confidence in The Partnership and the system

Areas of Work

There are three key areas of work that The Partnership focuses on:

Children and Young People in Sport

- Supporting the delivery of the Physical Education School Sport Club Links (PESSCL)
- Develop the links between school, community and performance sport
- Working with the Further Education and Higher Education sectors
- Work that supports Child Protection and Vulnerable Adults

NGB Sport (National Governing Body Sport)

- Support the development of high quality clubs
- Support the development of coach education
- Support the development of County plans
- Work to increase club membership.

This will lead to increased participation and retention - the first two elements of Sport England's mission to help more people start, stay and succeed in sport.

Community Sport

The Partnership contributes to the wider agenda by:

- Using sport as a social tool to improve the well-being of the individual and to support the community as a whole
- Helping other agencies meet their objectives and organisational goals as defined in the framework for sport
- Helping to link the shared priorities of central and local government on health, community safety and regeneration.

This will create a co-ordinated strategic approach at a sub-regional level helping us reduce costs and allowing for greater investment in sport.

Underpinning everything is a commitment to Workforce development. These three themes are underpinned by a commitment to Equality and Diversity and to developing our Workforce.

Through community sports networks, the Partnership develops the people who support sport—teachers, coaches, officials, volunteers, and professional staff by:

- Analysing sports' needs
- Matching needs of individuals with sports' needs
- Co-ordinating the strategy for recruitment and training of individuals.

By putting in place systems that will add value and support to the workforce, it will lead to the creation of an effective and diverse workforce.



Our vision

An active and successful county that in ten years time has:

- A population that feels that sport and activity is a key part of their daily lives
- Inhabitants who demonstrate a “have a go” attitude whatever sport or other challenge faces them
- A population that is renowned for being fit, fair and talented

Our mission

To create, develop, maintain and promote a single integrated sports delivery system for the county

Creating and Maintaining

- Effective management and operating structures for sport
- Effective communication channels for and through sport
- Safe and quality-based sports systems for all Lincolnshire inhabitants
- Appropriate systems for monitoring and evaluation of sporting activity

Developing:

- Wide ranging policy and strategic guidance within The Partnership
- Relevant strategies and plans to support the ongoing development of sport in Lincolnshire
- Work co-operatively with sub-regional partnerships and bodies

Promoting:

- Lincolnshire Sport on a local, regional and national stage
- Locally-based and easily accessible sport and active recreational opportunities

What we aim to achieve around Equality and Diversity

- An environment that builds on our current progress in the field of Equality and Diversity
- Evolving the way sport is managed & delivered, supporting a strong and lasting foundation for Equality and Diversity throughout Lincolnshire by providing a strong management and delivery of sport
- Sport in Lincolnshire to be a celebration of cultural diversity
- Widen access
- Bridge inequalities
- To raise the profile and awareness of under represented groups

- Improving the quality of training and administration within The Partnership, Company Members and key volunteers. Thus empowering them to reach their potential within the area of activity they choose.
- Ensure that everyone has the opportunity to play, coach, manage, referee and spectate regardless of their race, culture, religion, gender, disability, age, sexual orientation, ethnicity or social status.

Our Strategic Priorities to ensure Equality and Diversity

- **To provide** access to sport for all, free from any and all barriers to participation and sustainability
- **To improve** levels of participation in all sections of society and the way sport is managed & delivered
- **To develop** an empowering sporting system free from discrimination
- **To support** the aspirations of all participants
- **To create** a positive ethos towards equality and diversity in all areas of sport and training opportunities and an environment where talent is always recognised ahead of prejudice.

Our Organisational Values for Equality and Diversity

- **Open** consultative organisation
- **Empowered** flexible and diverse workforce
- **Responsive**, proactive decision making
- **Valued** and recognised team members and key volunteers
- **Strong** performance management



Current situation – Our County

Research sourced from Lincolnshire County Council's Corporate Equality Scheme, 2006 – 2009 suggests that the population of Lincolnshire is changing, and in many ways changing faster than elsewhere. The research is wide and varied, but for the purposes of this Action Plan, the key demographic changes affecting Lincolnshire have been summarised into six key points:

1. Lincolnshire has one of the fastest growing populations in the country, and this is projected to continue
2. The population is growing fastest in the more rural areas and more slowly in the City of Lincoln
3. The population is ageing; by 2010 a quarter of the combined population of East Lindsey and South Holland is projected to be aged 65 and over
4. As the dependency ratio shifts, there will be less people of working age compared to the older age groups
5. The school age population is slowly falling, which could impact on future requirements for school places as well as reducing the number of new entrants to the labour market in years to come
6. The make-up of the workforce and of communities in some areas has changed rapidly due to migrating workers and expanding EU membership (Boston has the second largest migrant worker population in UK).

What we have already achieved

We have achieved the Foundation level of the Equality Standard: A Framework for Sport

The UK Accreditation Panel has highlighted the following key strengths of Lincolnshire Sports Partnership's work:

- Steering group with people appointed for their various areas of expertise around diversity.
- Stakeholder Development Day enabling wide-ranging engagement with the process.
- Basic fairness and equality training for all and an innovative training session for community sports coaches.
- Research into local demographics.
- The photos of key Equality Officers on the website enables 'users' to put a name to a face as well as contact the officers as required. This method takes away from a formal, distant approach.
- Opportunities for website users to translate documents at the 'press of a button' – evidence of such translation was provided i.e. translated document from English to Portuguese.
- Awareness raising activities and approaches illustrated an effective inclusive approach.

- Disability training for sports coaches.
- Equality and diversity policy quiz.
- Evaluation of demographic data using a broad range of data sources e.g. Census data including deprivation.
- Impact of Disability Training data

Enforcing Equality and Diversity

We have an Equality and Diversity Sub-Committee of the Board ensuring that equality is adhered to throughout The Partnership.



Delivering Equality and Diversity

Action Plan

April 2007 – September 2008

Developing Our Organisation

Outcome Reference 1: Our organisation understands the issues and barriers faced by under-represented groups

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
1.1 To develop Active People and market segmentation information	Provide direction and information to support interventions aimed at target groups	Information pack for each District Council	Info pack completed	Dec 07	Staff time	Research and Performance Improvement Officer
1.2 Establish and conduct focus groups	To meet with Lincolnshire Federation of Disability Sport (LFDS) and relevant partners to re-establish LFDS and change it from a pure disability focus to one of equality (LFES)	Officers appointed, Group constituted, Bank account opened and Focus Group Consultation	Established, meeting regularly and consultation paper completed	Jan 08	Staff time Venue costs	Equality & Diversity Officer
1.3 Internal survey on the equality issues facing The Partnership	Extract information from the Workforce Development training needs analysis	All employed staff, coaches, clubs and volunteers to complete training needs analysis	Report published	May 07	Staff time	Voluntary Sector Officer and Equality & Diversity Officer
1.4 Internal survey on the equality issues facing The Partnership's core team	Create a report on equality issues- each member of staff to write a short piece about challenges they face in their remit of work, specific	80+% of staff completed	Report on finds presented to Senior Management Team (SMT)	Dec 07	Staff time	Administrator

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
<p>1.5 Audit review on all applicants applying for employment within The Partnership</p>	<p>Collate findings from all applicants on gender, age, ethnicity and disability then seek advice from within and equality organisations to address the balance by targeting those under-represented not currently applying</p>	<p>Those applicants applying for employment reflect the make up of Lincolnshire</p>	<p>A wider range of applicants applying for employment</p>	<p>Nov 07</p>	<p>Staff time Cost of reproducing in different formats</p>	<p>Administrator, Business & Finance Support Officer, Equality & Diversity officer and Communications and Events Officer</p>
<p>1.6 Work towards appropriate levels of representation/ knowledge within the Community Sports Networks (CSN's) in terms of gender, disability and ethnicity</p>	<p>To ensure that at least one member of the CSN has a basic understanding of equality issues</p>	<p>All 7 CSN have someone knowledgeable in equality and diversity</p>	<p>Representation</p>	<p>Sept 08</p>	<p>Staff time</p>	<p>Community Sport Network Officers a Equality & Diversity Officer</p>
<p>1.7 To ensure that the Equality & Diversity policy is in the Company handbook and made part of the induction for all new employees, board members and Company members</p>	<p>Put in place a robust Equality & Diversity Policy that is for all of Lincolnshire Sports Partnership current employees.</p>	<p>Equality & Diversity policy to be included in all recruitment</p>	<p>Present in the Company Handbook</p>	<p>May 07</p>		<p>Senior Management Team, Administrator, Business and Finance Officer</p>

Outcome Reference 2: Our organisation has a robust action plan for equality which all staff, volunteers and key stakeholders understand

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
2.1 Ensure all plans and policies are equitable	Review all policies, procedures and programmes for their equality impact	All policies reviewed	All policies audited by the Board's Equity and Diversity subgroup.	Apr 08	Staff time	Equity Officer
2.2 Develop Action plan	Adoption of action plan which relates to the business plan		Adoption by the Board	Jan 08	Printing costs	Business & Finance Support Officer
2.3 Communicate action plan to all	Place on The Partnership's web-site and intranet link to be sent to all staff, volunteers and company members	Web-site page	Number of page 'hits'	Jan 08	Staff time	Communication and Events Officer
2.4 Identification of player pathways for people with a disability	To collate and publish to our web-site player pathways (Links to the relevant NGB or organisation)	All Paralympic sports covered	Able to view these on The Partnership's web-site	Nov 07 (playground to podium dependent)	Staff time	National Governing Bodies Head of Service and Communication and Events Officer
2.5 Audit of disability inclusive clubs	To review disabled inclusive clubs and collate and publish to our web-site (player pathways links also to be included to the relevant NGB or Organisation)	All known Lincolnshire clubs contacted	Able to view these on The Partnership's web-site	Nov 07	Staff time	Administrator, Equality and Diversity Officer, Communication and Events Officer

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
<p>2.6 Develop a consultation process both within sport and with external stakeholders including equality target groups and equality organisations</p>	<ul style="list-style-type: none"> The Partnership representation at the relevant meetings. Ensure that The Partnership's E&D steering group is representative of all the inhabitants of Lincolnshire. Engage with Women and Girls, Disability, Black and Minority Ethnic (including Migrant Workers) 	<p>All groups have Partnership representation and are represented on The Partnership's steering group</p>	<p>Attendance/ group members</p>	<p>On going</p>	<p>Staff time, facility hire and volunteer expenses</p>	<p>Equality and Diversity Officer National Governing Bodies Head of Service</p>
<p>2.7 Increase participation in hard to reach groups</p>	<p>Pilot inclusive projects, e.g.: a New Age Curling league project that targets those with a disability and the over 50s in West Lindsey</p>	<p>Increase in participation from hard to reach groups</p>	<p>Participation - Active People</p>	<p>Mar 08</p>	<p>Awards for All bid</p>	<p>Heads of Service, Project Officers, Community Sport Network Officer, Community Sports Coaches and Equality and Diversity Officer</p>

Outcome Reference 3: All staff and volunteers within our organisation understand the principles of equality and their role in delivering against the action plan

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
3.1 To enable Staff and Key Volunteers to have a basic understanding of Equality and Diversity	Whole staff training day to be planned as pilot, then to be repeated every 6-8 months for new staff and interested parties	90% plus of Core staff to attend	Date set	Sept 07	£800 approx From training budget	Equality and Diversity Officer
3.2 Establish relevant training and staff development initiatives	Develop individual action plans linked to Workforce development Training Needs Analysis everyone completed and staff appraisals	All staff	Individual action plans completed (tailored to suit individuals needs)	On going	Staff time	Senior Management Team, Human Resource Officer and Work Force Development Lead
3.3 Identify the roles of individuals in delivering elements or sections of this action plan	Senior Management Team to confirm all areas of the plan checked against work plans, deadlines and resource implications	All Actions covered	Signed off by SMT Relevant project and actions on TEN system	End Oct 07	Staff time	All of Senior Management Team

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
<p>3.5 To ensure that all The Partnership staff are responsible for Equality & Diversity within their area of work</p>	<ul style="list-style-type: none"> Assessment of projects at monthly team meetings Training will be given to support 	<p>All projects assessed</p>	<p>All projects have taken E & D into consideration</p>	<p>On going</p>	<p>Staff time</p>	<p>All staff, Board Personnel Subcommittee and Equality and Diversity Subcommittee</p>

3. Developing our services

Outcome Reference 1: Partner organisations and new audiences are aware and engaged in the delivery of the action plan

Action	Description	Target	Indicator	Deadline	Resource Implication	Responsible Officer
1.1 Proactively promoting equality in all work areas and promote the action plan to, and through, equality organisations and Company members	Joint articles, press releases, features and media list. Approach English Federation of Disability Sport / Women's Sports Foundation / Lincolnshire Race Equality Council / Lincolnshire Federation of Equality Sport to circulate / communicate the action plan where appropriate	All list organisations to be consulted	Press cuttings, website page	Nov 07	Staff time	Equality and Diversity Officer, Communication and Events Officer, Senior Management Team and all Staff
1.2 Endorsement of action plan formed with equality organisations	Correspondence and meetings with equality organisations.	All to endorse the plan	Copy of plan signed	Apr 08	Staff time	Equality and Diversity Officer



If you require this in an alternative format please contact:

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