



UK SPORT ➤ EQUALITY STRATEGY 2007-2009



FOREWORD



“Working in partnership to lead sport in the UK to world-class success.”

At UK Sport we are fully committed to achieving equality in sport and as our 2007 – 2009 strategy outlines, we are taking a proactive approach in this area. This strategy is part of UK Sport’s Equality Framework, which also comprises of UK Sport’s Equality Policy and Equality Scheme (Action Plan). It sets out our commitment to become a world class organisation by working towards equality in all our functions, whilst embracing the spirit of equality legislation and eradicating any form of unfair discrimination.

UK Sport in partnership with the Home Country Sports Councils and supported by the CCPR, the Women’s Sports Foundation, the English Federation of Disability Sport and Sporting Equals, has developed The Equality Standard: A Framework for Sport. This framework aims to guide sporting organisations towards achieving equality. I believe it is central to the delivery of our strategy and therefore we have started to work towards achieving Foundation Level, and will continue to achieve progressively higher levels of the Standard over the coming three years.

In addition to achieving the aims and objectives set out in this strategy, UK Sport will continue to work in partnership with CCPR and the British Olympic Foundation, on the ‘Women and Leadership Development Programme’. This programme aims to help tackle the issue of representation and ensure women are retained in sport with a clear career pathway to senior decision making positions.

As we take these steps to implement our Equality Framework, I believe they will demonstrate our sound governance and progressive strategies and influence the sporting community to move the equality agenda forward in the coming years.

Sue Campbell

Sue Campbell CBE

Chair

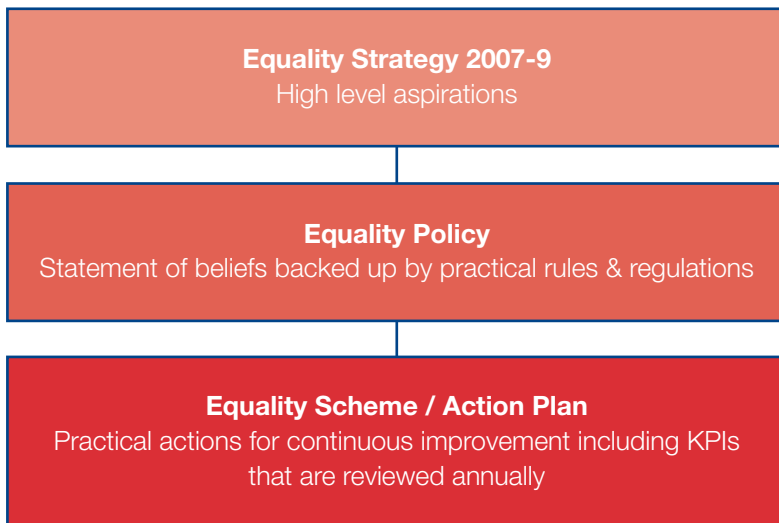




1 INTRODUCTION

PURPOSE

This Strategy sets out the commitment of UK Sport to its own staff, external partners and individuals with whom it works, funds and supports. It provides a high level framework of the organisation's aspirations in terms of equality for the period 2007-9. The Strategy is supplemented by an Equality Policy and an Equality Scheme (or Action Plan).



An internal Equality Group of staff from all Directorates and all levels of operation, has led the development of this Strategy. The Strategy has also been influenced by views of Board members, other staff, key partners and external agencies who have been consulted on its draft proposals.





DEFINITION

Equality is defined as:

“Treating individuals equally, which does not necessarily mean treating everyone the same. Achieving equality will result in policies, processes and actions that allocate (or reallocate) resources and entitlements fairly and without discrimination.”

It requires:

- ▶ Inclusion for all
- ▶ Respecting all people as individuals
- ▶ Treating all with dignity
- ▶ Providing equal opportunities
- ▶ Fairness in decision-making, taking account of specific circumstances
- ▶ Upholding individual human rights through social justice.





CONTEXT

This Strategy needs to:

- ✦ **Reflect and fit within the role of UK Sport - an organisation that adopts a 'no compromise' stance to fulfilling its primary remit of supporting World Class performance**
- ✦ **Respond to new equality legislation, standards and practice – positioning UK Sport as a role model of excellence across all areas of its work.**

UK Sport's Mission

“Working in partnership to lead sport in the UK to world-class success.”

Equality is already key to a number of the organisation's internal objectives:

- ✦ **Building a team of agile, open-minded high calibre people hungry to learn, evolve and excel**
- ✦ **Operating effective and innovative systems and processes to support and simplify our activities**
- ✦ **Promoting the UK Sport brand to win and maintain the respect, trust and engagement of everyone with whom we interact.**

New legislation is constantly emerging, such as the recent introduction of the Age Discrimination Act, the new Commission for Equality and Human Rights and the proposed Gender Equality Duty. It is important that this Strategy gives a clear focus but has flexibility to respond to new developments.

In 2004 the Equality Standard for Sport was launched and is sponsored by UK Sport and all four Home Country Sports Councils. It is a framework to assist sports organisations develop their equality policies, structures, processes and action plans, to assess their performance against nationally recognised standards and to achieve continuous improvement. UK Sport aspires to achieve progressively higher levels of the Equality Standard over a realistic time period.







2 FOCUS FOR THE FUTURE

AIMS

The Strategy aims to transform UK Sport into a World Class organisation in terms of:

- 1 **Employment, policies, procedures and programmes.**
- 2 **Service delivery that provides leadership, coordination, support, advocacy and influence on equality matters.**

Over the next three years effort will be focused on a limited number of objectives for achieving these aims.

AIM 1: Transforming UK Sport into a World Class organisation in terms of employment, policies, procedures and programmes.

UK Sport aspires to be perceived by its partners and external agencies as a World Class organisation by working towards equality in all its corporate functions.

OBJECTIVES

1.1 To produce a Generic Equality Scheme

The Equality Scheme will effectively be the Action Plan that will deliver this Strategy. This will cover all equality groups required by legislation including race, disability and gender. It will also cover other recognised areas: age, sexual orientation, religious belief and people from areas of deprivation. National equality organisations will be consulted for their expertise and support including the Sports Councils' Equity Officers Group. For each equality group priority actions will be identified. These will need organisational and individual engagement and support, be aligned with team and individual plans and be regularly monitored. Training will be provided where required. There will be an expectation that all actions for all equality areas will be achieved by end of 2009.





Legal Requirements

By law, public bodies have a duty to produce:

- ✘ A scheme for race equality – UK Sport has one in place
- ✘ A scheme for disability by December 2006
- ✘ A scheme for gender by April 2007.

1.2 To baseline and maintain profile data from April 2007

By April 2007 personal data for staff will be collected so that the organisation's profile is known in respect of: ethnicity, gender, disability, age, sexual orientation, religious belief and to indicate type of area (post code) of home address. This information will be updated every quarter to adapt to turnover and be available to the Board or public as requested. It will also be available to senior management, who will explore reasons for under representation and ways of recruiting staff from that better reflect the national, local and athlete populations. A rolling programme for collecting and maintaining the profile of Board members and those receiving funding will be specified in the Equality Scheme. Information collected will satisfy data protection requirements.

1.3 To impact assess new policies, procedures and programmes from April 2007

An equality impact assessment is a way of identifying and isolating the likely equality implications/impacts of a policy, procedure or a programme. It is a systematic method for taking all possible steps to ensure that members of different groups are not adversely affected compared to others. From April 2007 all new policies, procedures and programmes will be assessed for their equality impact. The extent of the assessment will be determined on a case by case basis and will depend on the anticipated extent of impact before the policy, procedure and programme is implemented. An equality impact assessment tool and training will be available for team leaders. This objective more than any other should result in different outcomes by challenging the way decisions are made.





Key Questions for an Equality Impact Assessment

- ❑ Is what we are doing, or proposing to do, legal?
- ❑ What do we need to do to make sure all of the potential beneficiaries will be able to do so?
- ❑ Are we directly or indirectly preventing anyone from taking part?
- ❑ Will our proposal have different consequences for different sectors of society? If so, how can we make sure that what we do promotes equality and does not inadvertently undermine it?

1.4 To achieve progressively higher levels of the Equality Standard for Sport

UK Sport will work towards achieving progressively higher levels of the Equality Standard with target dates for achieving the:

- ❑ **Foundation level by July 2007**
- ❑ **Preliminary level by the end of 2008**
- ❑ **Working towards the Intermediate level by the end of 2009.**

It is recognised that sustained effort over a prolonged period is required for sustainable long-term change. It is unrealistic to anticipate the outcomes required for Advanced level will be evident within the three-year Strategy period. The timescales for progressing through the higher levels will be reviewed annually.

1.5 To establish an ongoing education and training programme for staff and Board members commencing in 2007

An equality training needs analysis of all staff and Board members will be undertaken to identify gaps in skills and knowledge. A programme of education and training to meet the identified needs will be designed and delivered. Ultimately, this training should be integrated into the organisation's overall learning and development programme and should feature within:

- ❑ **Induction programmes for staff and Board members**
- ❑ **Education and training requirements for new initiatives**
- ❑ **Staff appraisals and personal development plans.**





1.6 To maintain momentum and increase the profile of equality across all organisational functions, commencing in January 2007

Keep equality in the forefront of minds by pursuing actions on different fronts:

- ❖ **Maintain an Equality Group with membership from all levels of operation, all Directorates and diverse representation to agreed terms of reference**
- ❖ **Devise an internal communications plan for equality to ensure that staff are kept regularly updated on activity, developments and decisions through good use of existing communication mechanisms**
- ❖ **Establish an equality zone on the intranet and provide regular updates**
- ❖ **Equality to be a regular item on Executive Board, Senior Management, Leadership Team, Directorate and Team meeting agendas**
- ❖ **Introduce equality measures as part of an individual's annual objectives and appraisal review encouraging individual ownership and shared responsibility**
- ❖ **Consider an equality focused competency that applies to all as part of the performance review system**
- ❖ **Nominate a Board member to champion and be responsible for equality**
- ❖ **Undertake an annual survey of staff views on equality using a standardised set of questions for benchmarking and assessing progress.**

AIM 2: Transforming UK Sport into a World Class service delivery organisation that provides leadership, coordination, support, advocacy and influence on equality matters.

Many of the objectives for the first aim will also contribute to achieving the second aim. For instance, the Equality Scheme includes the delivery of external services and equality impact assessments also apply to policies, procedures and programmes that affect external partners. The objectives listed under this aim focus on work that UK Sport will undertake with partners. Implementation of all objectives will commence by the end of 2007 to timescales stated in the Equality Scheme.





2.1 To carry out UK-wide equality related research

UK Sport will agree with its partners research information to be collected including the profiling of athletes, coaches, international representatives and other beneficiaries of UK Sport funding or programmes. It will build up a profile of the high performance system and those who operate within it. UK Sport will commission essential research to fill important gaps in knowledge. Over time, decisions on investment and future priorities will be evidenced based.

2.2 To ensure all external communications are available to all

Actions will include:

- ❑ **Centralised guidelines and training**
- ❑ **Review and improvement of existing communications resources.**

2.3 To devise discrete equality focused programmes

UK Sport will devise appropriate programmes of intervention (such as the Women's and Leadership Development Programme) to support the development of a specific equality theme based on a clearly identified need and securing partner support.

2.4 To set realistic targets for organisations to achieve the Equality Standard for Sport

Actions will include:

- ❑ **Training for partner organisations' representatives staff to raise awareness and understanding of the benefits of the Equality Standard**
- ❑ **An expectation that the 10 Governing Bodies to have achieved the Foundation level will have progressed to the Preliminary level by March 2008**
- ❑ **Target dates negotiated with other agencies that receive funding from UK Sport to achieve the Foundation level as a minimum.**





2.5 To ensure equality is integrated into the selection, induction and performance review of regional Doping Control Officers (DCOs), trainers and supervisors

Actions will include:

- ❑ **Monitoring of current profile of DCOs, trainers and supervisors**
- ❑ **Review, and amend if necessary, the selection process for this group**
- ❑ **Review, and amend if necessary, the induction programme for this group**
- ❑ **Identify the need for guidance and training of DCOs and partner organisations**
- ❑ **Produce guidance, deliver training and encourage partners to promote equality.**

2.6 To maximise a strong equality legacy from the 2012 Olympic and Paralympic games through partnership work with relevant sports

All funded governing bodies will be supported to include an equality legacy element into their World Class/Action Plans so that UK Sport can:

- ❑ **Monitor activity in this area**
- ❑ **Provide appropriate advice and information for these sports**
- ❑ **Coordinate equality legacy activity, liaising and sharing knowledge with appropriate partner organisations.**

UK Sport will also provide an international focus helping to deliver the Singapore Manifesto for inspiring youth worldwide and increasing opportunities for young people in developing countries to access sport.

2.7 To include an equality element in financial reporting

The finance team will explore the feasibility of disaggregating data and producing financial reports by equality sectors for Directors to consider:

- ❑ **Whether reporting such information is feasible?**
- ❑ **How will this information be used?**
- ❑ **What would change as a result of having this information?**
- ❑ **Whether the finance team should implement any changes?**





3 ACCOUNTABILITY



LEADERSHIP AND RESPONSIBILITY

The Board is responsible for ensuring that equality is achieved, legislation is met and discrimination does not exist. The Board will sponsor this Strategy, for its implementation and consider monitoring and progress reports.

The Chief Executive will provide the overall leadership for the implementation of this Strategy and Equality Scheme, ensuring resources are allocated and all of the objectives are met. All teams and members of staff will be given delegated authority and responsibility for undertaking equality actions assigned to them.

The Equality Policy Officer will provide advice, co-ordination and support to the various teams and groups as well as leading discrete actions.





PRIORITISATION

The Leadership Team will prioritise work arising from this Strategy and the Equality Scheme against other demands on the organisation.

ADVICE AND GUIDANCE

The Equality Group will be formally constituted as an advisory body with members from all operational areas and all levels, and will be recognised champions for equality within the organisation. The remit of this Group will be to:

- ❖ **Keep equality in the forefront of minds**
- ❖ **Act as a sounding board for major new proposals and significant change**
- ❖ **Look for good practice, innovative ideas and areas for improvement**
- ❖ **Monitor progress and achievements of the Strategy and the Equality Scheme.**

The Group shall meet every two months to inform and respond to the cycle of Board and Leadership Team meetings.

MONITORING

The success of the Strategy will be regularly monitored and formally reviewed each year as part of the annual business planning process. An updated Equality Scheme will be produced annually, with a new strategy created after three years.





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