intermediate Level

# Your organisation can demonstrate that it is implementing and reviewing the equality action plan and has collected updated profile data

1.1 The organisation can demonstrate that it has made progress in the implementation of the equality action plan.

* The organisation continues to review the action plan to reflect current requirements
* An updated complete equality profile of the Board, staff (paid and unpaid), coaches, officials and members / participants to be conducted against all categories relevant to the legislation of the home country
* Current progress report against outcomes including evidence that timescales in plan have been met and rationale where they have not
* An up-to-date equality action plan
* Audit data for staff, board members, coaches, officials and members / participants
* Data showing comparisons of current audit data with those gathered at Foundation and Preliminary levels
* Annual board report detailing progress

## Things to consider

**Equality Audits**

In terms of completing the audit for staff and Board, coaches, officials and members/ participants, it is important to ensure that the Governing Body achieves the maximum return rate possible based on the number of people who should reply. The value of having a high return rate is that it demonstrates that the Governing Body is committed to equality and understands the reasons why this data is being requested. To help achieve a high return rate Governing Bodies should think carefully about the way this data is collected. It should be an anonymous survey with clear messaging telling respondents why this data is needed and what it will be used for.

Consideration should also be given to the audit software that will be used. The survey can be paper-based but this may take more time to collate the responses, or it could be completed via survey monkey or any other online software package. This makes the data collation must quicker and easier to check on the number of responses at any given time during the audit period.

When developing the survey Governing Bodies should ensure that the data for each group can be individually analysed as part of the review. This may be achieved via separate surveys for each ’group’ or by ensuring that the respondents tick their primary role as part of the survey. Where there are separate coaching or officiating bodies for that sport, the Governing Body must work in partnership with them to complete the equality audit.

Completing the survey for the membership is often seen as the most challenging aspect of the audit. At Intermediate level Governing Bodies should be collecting this data at source as part of their affiliation process where possible, allowing a Governing Body to review the profile of its membership at any given point. Alternatively Governing Bodies may be running an independent membership survey every three years to capture this data.

Given the need for this information to be anonymous, participants who are affiliating or renewing their membership should be signposted to a separate section of the online system to complete this data so that it cannot be traced to an individual member.

**Equality Action Plan**

Ideally your Equality Action Plan is an evolving document within your Governing Body, and progress against this Plan has been captured since achieving the Preliminary Level of the Equality Standard for Sport. The Action Plan should have been updated annually to reflect any specific equality related initiatives that the NGB or SGB are seeking to implement.

However some Governing Bodies have found that previous Equality Action Plans have not been monitored and that they need to produce a new Plan. When developing your Equality Action Plan it is important to ensure that all of the relevant people and departments are represented and part of this process. This allows each aspect of the Plan to be owned by the appropriate person and creates a stronger awareness and commitment from across the whole business.

Start by considering all of the functions across the business, for example; governance, commercial, performance, development and coaching. Each function will have a contribution to make within the Equality Action Plan. Alongside this Governing Bodies should review their Corporate Strategy. Does the Strategy refer to equality, and do the values of the organisation reflect equality? It may be possible to use the same framework and outcomes written in the Corporate Strategy as the model for your Equality Action Plan.

The Equality Action Plan must be SMART, with personnel identified to deliver each outcome and a mechanism for monitoring progress against the Plan. In addition a review of progress against the Plan should be reported annually to the Board.

## Tools to help

Equality monitoring guidance note and monitoring template for SGBs (under 16’s and adults)

Equality monitoring form for Welsh Governing Bodies (English and Welsh versions)

Northern Ireland Audit template

Equality Action Plan template

## Did you know?

**Audit data**

Scottish Cycling capture all of their membership data at the point of affiliation, in partnership with British Cycling. This provides a detailed profile of the membership at any given time.

**Equality Action Plan**

Badminton Scotland have updated their Equality Action Plan every year since achieving the Preliminary level in 2009, and are currently working towards Advanced level. The Lead Officer ensures that the Plan is updated every six months and this update is then shared with the Board twice a year.

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1.2 The organisation can demonstrate that it has implemented a training programme based on identified training requirements.

* The organisation continues to review training needs to reflect current requirements
* The training programme is embedded within the equality action plan
* The organisation has set aside resources for the training programme
* All training information including presentation / session notes
* Attendance list
* The training plan is maintained and up to date

Things to consider

National Governing Bodies should be able to demonstrate what progress has been made in terms of training across the whole sport since achieving Preliminary level. As a minimum, all staff and Board members should have attended generic training and/or briefings on equality. These may have been delivered by the Lead Officer, an external consultant or through the Home Nations Sport Council. Some staff and Board members may have also attended equality conferences or seminars, or other bespoke training delivered by equality stakeholders and this should also be captured in the updated Training Plan. The Lead Officer should also ensure that staff from every department are accessing equality training and that their training needs are being identified through appraisals or other systems.

Some Governing Bodies have extended the training needs analysis to include coaches, officials and club volunteers. This has enabled the sport to identify gaps in equality knowledge across the wider workforce, and actions have been included in the Training Plan to address this, for example by building an equality module into all future coaching courses.

Tools to help

Training Needs Analysis guidance notes and template

Did you know?

Scottish Swimming have used their AGM to deliver equality briefings to the wider membership.

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1.3 As part of your action plan, identify actions which work towards increasing the diversity of your staff (paid and unpaid) and board.

* Written plan of how to work towards achieving diversity of your staff (paid and unpaid) and board
* Evidence that the actions have been implemented

Things to consider

Governing Bodies may wish to review their Articles of Association to see if the current system of identifying Board members is still fit for purpose. Some Governing Bodies have amended these to include co-options and non-executive Directors. This has allowed the NGB or SGB to recruit additional Board members with new skill sets to work alongside the existing Board representatives and has provided those Governing bodies with valuable guidance and advice that was previously not available.

Governing Bodies may also wish to consider offering training, guidance or informal advice to volunteers who could be potential Board members in the future, possibly through the CEO or nominated current Board member. Information on the functions of the Board and the requirements of being a Board member could also be developed into a factsheet for the website.

In terms of increasing the diversity of staff members, Governing Bodies should consider developing links with equality stakeholders. These may include Local Authorities, universities, equality organisations and charities, all of whom could promote Governing Body vacancies to more diverse communities than the NGB or SGB is able to reach. Including equality monitoring as part of the recruitment process will allow Governing Bodies to review how effective such partnerships are.

Tools to help

Role of a Board member template

Did you know?

Scottish Hockey provided advice and guidance to senior volunteers who were identified by the sport as being potential future Board members. The CEO at the time offered one to one advice on developing CV’s and what the role of a Board member required. Many volunteers, especially women, had reported that they did not feel they had the relevant skills or knowledge to apply for a Board position. The time invested to speaking to these volunteers resulted in an increase in the number of female applicants for a several subsequent Board vacancies, of which three women are now Board members.

The Football Association's COACH Bursary Programme has provided support for 176 coaches to further their development along the coaching pathway to contribute to increasing the number of Black, Asian Minority ethnic (BAME) people in coaching and management positions in football. Open to both male and female coaches the programme provides financial support in the form of a 90% contribution towards course running costs. It also assists in the provision of experience in a professional coaching environment and placements at various Premier League clubs - including Chelsea, West Ham and Liverpool - have provided candidates with invaluable experience in the game.