

Equality –
asking the right
questions
a guide to good practice



Stage 1 – the importance of equality in your organisation - exploring attitude to equality and cultural change



Purpose

- identify the attitude to and importance of equality in the organisation
- recognise the key stakeholders in equality
- state the process to develop a plan
- recognise how the organisation raises awareness of equality
- state how representative key decision-making groups are in the organisation

What are the organisation's vision and strategic aims? Where is equality in these?

Save the Children

Our vision is a world in which every child attains the right to survival, protection, development and participation.

Coca-Cola vision

People: Be a great place to work where people are inspired to be the best they can be.

Portfolio: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.

Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.

Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.

Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.

Productivity: Be a highly effective, lean and fast-moving organisation.

Cricket Wales vision

Lead, influence & inspire the growth, quality & accessibility of cricket in Wales.

It has five service outcomes that sit below the mission two of which are:

- SO1 Growth – More young people, adults & families are involved & retained within cricket
- SO2 Accessibility – Cricket is easily accessible to everyone in Wales

Special Olympics vision

To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different.

What are the organisation's values?

Coca-Cola has a set of attitudes and behaviours that it believes it needs to achieve its vision for 2020:

- **Leadership:** The courage to shape a better future
- **Collaboration:** Leverage collective genius
- **Integrity:** Be real
- **Accountability:** If it is to be, it's up to me
- **Passion:** Committed in heart and mind
- **Diversity:** As inclusive as our brands
- **Quality:** What we do, we do well

Save the Children values:

Accountability

We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

Ambition

We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

Collaboration

We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.

Creativity

We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

Integrity

We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.

Sport Wales Morals are:

- Trust
- Openness
- Honesty
- Enthusiasm
- Listening
- Pride
- Respect

What is your public commitment and vision for equality?

As well as equality being visible in the organisation's vision and values it has publicised its commitment to addressing inequalities and preventing discrimination through a vision statement or equality statement.

The **NFL** has an explicit value with regards to diversity:

- We create an organisation that represents, supports and celebrates diversity, while also embracing our shared interests.
- We represent and respect a wide range of human differences, personal experiences and cultural backgrounds for the benefit of the organisation and our employees as individuals.
- We provide each employee with an opportunity to achieve his or her full potential.

Blaenau Gwent Council recognises that people might suffer discrimination and be disadvantaged for many reasons. It also has both a moral and statutory obligation to reflect the needs of a diverse community through its service provision and as an employer. It is committed to promoting equality and diversity across all of our services and ensuring that they are accessible to all. The Act puts fairness at the heart of society, harmonises discrimination law, strengthens the law to support progress on Equalities and devolves the responsibility for discrimination to Wales.

Scottish Squash and Racketball is fully committed to the principles of equality of opportunity and is responsible for ensuring that no job applicant, employee, volunteer or member receives less favourable treatment on the grounds of gender, disability, age, race, ethnic origin, nationality, colour, parental or marital status, pregnancy, religious belief, class or social background, sexual preference or political belief. Scottish Squash and Racketball Limited will work to ensure that there will be open access to all those who wish to participate in all aspects of squash and racketball activities and that they will be treated fairly.

Scottish Squash and Racketball Limited endorses the principle of sports equality and will strive to ensure that everyone who wishes to be involved in squash and racketball, whether as casual participants, team members, volunteers, coaches, office-bearers in clubs or those within Scottish Squash and Racketball Limited:

- has a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, sex, gender identity, disability, marital or civil partnership status, pregnancy or maternity, religion, race, ethnic origin, nationality, colour, socioeconomic status or sexual orientation; and
- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to enjoy their sport without the threat of intimidation, victimisation, harassment or abuse.

Who leads on equality in the organisation? How proactive are they?

The **NHS** has an Equality and Diversity Council which works to bring people and organisations together to realise a vision for a personal, fair and diverse health and care system, where everyone counts and the values of the NHS Constitution are brought to life. The Council provides visible leadership on equality and health inequalities issues across the health and social care. It is chaired by the Chief Executive of NHS England, with a diverse membership made up from across the NHS, social care, partner organisations, as well as from patient, carer and staff groups.

The Football Association has an Inclusion Advisory Board chaired by an FA Board Member. The IAB provides guidance on all equality matters and monitors the delivery of Football's Inclusion and Anti-Discrimination Action Plan for 2013-2017.

Bridgend Council Borough Council has an Equality forum
www1.bridgend.gov.uk/services/equalities/bridgend-equality-forum.aspx

The City and County of Swansea has Equality Champions who are a group of elected Members who represent the interests of members of the protected groups across all areas of the Council's work. They are involved in agreeing equality outcomes and monitoring the progress towards achieving these.

Who are the key influencers with regards to equality in your organisation?

The most significant and important influencers should be your customers, both existing and new, and every organisation should have processes in place that allow customers to:

- Express their needs and aspirations
- Build and develop relationships with you
- Be involved in decision-making,
- Feel valued
- Express dissatisfaction

Other influencers might be:

- Funding organisations e.g. Sport Wales
- Those providing strategic direction e.g. government
- Key partners that you work with e.g. the voluntary sector, charities.
- Other groups such as scrutiny panels
- Advisory groups e.g. Inclusion Advisory Group (IAG), Disability or Race Equality Advisory Group (DEAG or REAG)
- Equality forums (LGB&T, BME etc)

Cricket Wales has established an Equality Working Group comprising of internal and external people, its role is to advise, guide and challenge its work on equality. A Board member and the CEO sit on the group ensuring that there is a close link to the key decision-makers.

What are the stages in the planning process and who is responsible for each one?

Ideally any planning process should include:

- Evidence to demonstrate current picture
- Identification of need
- Expected outcomes
- Success measures, (outcome and output measures)
- Consultation and engagement
- Timelines

How diverse are your key decision-making groups (e.g. Board, planning boards, appointment panels etc.)?

50/50 by 2020 is a campaign to encourage organisations across all sectors in Wales to increase the number of women in decision making positions to a representative 50% by the year 2020. The campaign has been founded by key organisations including: The Equalities and Human Rights Commissioner, Sport Wales, IoD Wales, Chwarae Teg, Women Count, Women Making a Difference, Business in Focus, Welsh Government and the National Assembly <http://5050by2020.org.uk/>

For some organisations it will be relatively straightforward to achieve, whereas others will need to look more deeply into their organisational structures to ensure sufficient women are employed and then developed to progress as part of a planned programme.

The **Equality and Human Rights Commission** has produced guidance on the equality law framework within which appointments to boards must be made. It is intended for companies, nomination committees, search firms and recruitment agencies in England, Scotland and Wales - Appointments to Boards and Equality Law July 2014 and has examples of what positive action can be taken to achieve a balanced board which can also be applied to decision-making bodies.

www.equalityhumanrights.com/publication/appointments-boards-and-equality-law

How is information about equality shared by the organisation?

The organisation should have a communications strategy to promote the good work you are doing with regard to equality. This should include the commitment to publicising your work to staff and on any intranet, on your external website, and to key decision-makers e.g. Board or Council.

What equality training plan do you have? How are training needs assessed?

Training needs are identified and assessed through the use of a Training Need Analysis (TNA) template or framework which informs the training plan which includes equality includes Board as well as staff and volunteers.

This can be done through:


- Annual appraisals
- Monthly or quarterly reviews with a line manager
- On-line survey of workforce training needs
- Personal approaches to HR to ask for training individual support
- Group sessions e.g. focus groups

The Equality Training Plan is either stand-alone or embedded into the organisation's overall training plan and includes:

- Organisation wide on-line training plan, managed by HR or training Lead
- Departmental plan
- Individual learning/ training plan
- On-line system that tracks training completed
- The equality training programme has a range of training solutions e.g. on-line ACAS training, workshops for Board and one for staff dealing with issues relevant to their roles, protected characteristic specific training delivered by equality partners / charities, e.g. RNIB to support learning relating to visual impairments
- The equality training programme is delivered annually
- New staff and Board members are engaged in the training programme as well as existing personnel

Tennis Wales Equality Training Plan is linked to the wider LTA programme which also covers England and Scotland. Equality training is available for all staff and a Master-class is delivered to Board and senior managers.

Stage 2 – Embedding equality in your plan - exploring how equality is/has been considered



Purpose

- state how an evidence-based approach has been used to inform priorities
- identify positive action and outcomes for priority groups
- explore how the organisation has consulted with different groups
- identify positive or negative impact on priority groups
- identify what partners you have/are working with

What are your priority groups and what is the rationale for this?

Welsh Cycling – targeting people aged 18-24

21.6% of all WC members are under 18, however the drop off of membership between 18-24 is significant (dropping to 4.8%) which they know from analysing their membership data.

Welsh Athletics – targeting ethnic minorities

The respondents to their membership survey in 2014 were predominantly 'White British' with 0.3% identifying themselves as 'Black' or 'British Black'. This compares with national figures of 0.6%; 0.3% identified themselves as 'Asian' or 'Asian British' compared to 1.7% nationally.

Welsh Athletics analysed membership data from 2014, including the British Athletics Membership Database, Cardiff Half Marathon Participant Survey 2013, Board and Staff Audit 2013. To enhance the quality of the data available an additional survey of the membership was carried out using Survey Monkey. The questionnaire was designed internally with support from an external consultant and reviewed by the Sport Wales designated support lead. 5572 Members (as registered in 2013) were invited to take part in the survey via direct email, and information was circulated via email, social media and through the various committees. Email bounce backs were followed up from the central office. One of the data sources is an email survey which was sent to 19,000 Cardiff Half Marathon participants. The survey tracks participants' experiences and the economic impact of the event annually; additional questions were added on ethnicity, sexuality and disability. 70% of the 2013 participants were from Wales.

Scottish Hockey had no female representation on their Board. The interim CEO identified through the recruitment cycle that a Board position would become available at the next AGM, and used the six months prior to this identifying potential female candidates from the hockey community to apply. Candidate support included one-to-one meetings and support/guidance to update individual CV's. This positive action resulted in seven applications being received from female candidates and three being appointed to the new Board.

What equality organisations have you consulted with about the plan and how did you do this?

Organisations in Wales include:

- BME Sports network
- Chwarae Teg
- Disability Sport Wales
- LGBT Sport Cymru Network
- Stonewall
- StreetGames
- WEN Wales

Other organisations that could offer support:

- NHS Wales
- Universities
- Local charities and community groups who work/ support equality groups
- National charities – RNIB, Special Olympics UK, Scope, AGE UK.

What positive action will you implement and what impact will it have?

Look at Sport Wales Sporting Snapshots for good practice examples

Use the following to help you decide what positive action to take and how to measure the impact:

- Customer needs and feedback gained through consultation and research
- Who else has worked with a certain group of people, what did they do, what worked, what didn't
- What steps will you take to ensure the positive action is sustainable
- Build in monitoring and evaluation
- Undertake Equality Impact Assessments as you plan the positive action and after delivery

Tennis Wales has a pop up tennis programme in parks and on car parks across Wales to engage young people from BME communities to come and try the sport.

How will your positive action remove barriers to participation by priority groups?

Identify what the barriers are first:

- Cultural
- Perception of the sport to that community
- Costs of equipment
- Costs to participate
- Accessibility
- Distance and time required to take part
- Local club opportunity
- How welcoming the local opportunity is
- the barriers to participation that the specific target group have shared with you

How will the positive action scheme remove these barriers to participation?

- Undertake an Equality Impact Assessment
- Use a SWOT analysis
- How has the NGB addressed the barriers identified?
- How will participation be sustained – investment in a local opportunity, training local coaches, bursaries for participants etc.

Welsh Gymnastics are seeking to increase the number of girls from BME communities participating in gymnastics and have developed a programme through specific schools to deliver female-only sessions led by female coaches.

Newport City Council Sport Development has developed a Sports Park during the evening in one of the cities car parks, the facility is free to access, and local community volunteers deliver sports opportunities.

What changes will you make to the plan due to any potential negative impact on other equality groups?

Scottish Football Association – Equality Impact Assessment (EIA)

Communications Strategy

The SFA undertook an EIA of its Communications Strategy and determined that there are some areas that it could improve on with regard to age:

- It needs to do a survey to discover baseline data on participation levels and touch points that will stimulate young people's sustained involvement in football.
- The negative impact currently is the potential for 'disconnect' between football and its future audience and/or participants. The positive impacts via campaigns such as Creating Heroes allows us to provide a role modelling experience for aspiring young footballers.
- Practical changes include the recognition that language in current messages is tailored to middle group (24-45). There is scope, budget permitting, for bespoke communication tools and languages solely designed for young people (5-16) and older audience (55+).
- Potential improvement could arise from sponsorship tie-ins with our football development and performance schools to enable a more focused engagement.
- Evaluation will arise via web and social stats on youth microsite, sponsorship investment return and direct linkage from communication to activation in Scottish FA activities i.e. youth participation, coaching, referee training etc.


What equality organisations and other key partners will you work with to deliver the plan?

Organisations in Wales include:

- BME Sports network
- Chwarae Teg
- Disability Sport Wales
- LGBT Sport Cymru Network
- Stonewall
- StreetGames
- Race Councils
- County Voluntary Councils
www.wcva.org.uk/members-partners/county-voluntary-councils
- Race Councils

Others might include local housing associations, resident associations.

Stage 3 – Moving forward – continuous improvement and measuring progress



Purpose

- Outcomes of equality health checks are actioned
- System to monitor equality outcomes are in place
- Outcomes are reported at the highest level in the organisation
- There is a culture of continuous improvement
- New and innovative partnerships and opportunities are identified

What is the process for undertaking equality health checks? How do you use the information provided by the health check?

Sport Wales has developed a health check template to help you monitor your progress towards equality. It is recommended that this is completed every six months and may be something you do at one of your regular team meetings. The findings of the health check can be used in the self-assessment process. The health check findings will support you to determine what areas of focus need to have some attention and to take action accordingly.

What system do you have in place to monitor equality outcomes?

Rhondda Cynon Taf's Strategic Equality Plan details how it will monitor its equality outcomes. Their action plan has been developed in line with the Council's Performance Management Arrangements and progress will be monitored in the same way and at the same time as the Council's priority and business plans using the Performance Management Software - Ffynnon. The work will be delivered with their partners and where actions are attributable to Council Services will be reflected in operational and other plans.

They also have a Strategic Equality Group which meets quarterly to monitor progress on the delivery of the action plan, review the Equality Objectives and identify any need for change.

Where are equality outcomes reported in your organisation and where are they published?

Equality outcomes should be reported at the highest level in the organisation. The organisation should have a communications strategy to promote the good work that is happening and the achievement of equality outcomes and this should cover both internal and external people and organisations.

The **City and County of Swansea's** Strategic Equality Plan details how it shares their equality outcomes including:

- Their obligation to report on equality progress annually
- Reports are submitted to the Equality and Human Rights Commission and published on the Council's website
- They involve staff, Councillors and the Equality Stakeholder Group in this process, putting in place arrangements for service managers to provide regular updates on their Equality Objectives
- Corporate Management Team and Cabinet are also part of the annual monitoring and review process.

What do you have in place that promotes a culture of continuous improvement?

- Integral in company vision and values
- Continuous improvement embedded within the plan
- Culture of improvement driven by the CEO, senior managers and Board
- Use of system change models such as Investors in People Award
- Organisation rewards best practice and improvement within the organisation e.g. staff awards (monthly or annually), star awards

How do you identify new and innovative partnerships and opportunities?

- Links with equality organisations and other potential partners through social media e.g. Twitter, Linked-in
- Link to equality partner websites
- Have equality and partner representatives who sit on your Board, steering group or advisory groups and vice versa
- Attend equality partner conferences, to attend and present at?