



Amateur Rowing Association

Equality Action Plan 2005-2010

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Amateur Rowing Association

Equality Action Plan 2005-2010

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1. Introduction

The Amateur Rowing Association (ARA) developed and implemented an equity plan in 2003. However it was seen as timely to review and update this in line with The Equality Standards, launched in November 2004. Additionally the ARA achieved the preliminary level of the Racial Equality Standards in 2003 therefore it was necessary to build on this work and the examples of good practice already underway in the development of an updated equality action plan and achievement of the relevant levels of The Equality Standard.

The development of the equality action plan has followed the following methodology:

- To review the current equality action plan, equality policy and work completed for attainment of the preliminary level of the racial equality standard
- To review data collection methods (membership forms/ staff and volunteer surveys)
- To audit the staff, volunteers, board, coaches and officials utilising existing data and collection methods, or alternatively (if necessary) developing new survey material for distribution
- To develop a more sophisticated analysis of membership data in order to base action plan targets on robust information
- To further enhance the equality training programme for staff and key volunteers – also to be integrated into the coaching scheme
- To further advance the examples of good practice already underway and develop stronger relationships with deliverers in target areas to move from policy creation to implementation of initiatives that realise equality
- To develop a support programme for clubs with implementation of DDA
- To allocate resources towards delivery
- To look at the various possibilities for staff delivery within the ARA.
- Collate the evidence to achieve foundation and preliminary levels of the Equality Standard
- Develop medium term targets within the action plan for the achievement of intermediate level of the standard by end of 4 year plan
- Develop long term targets within the action plan for the achievement of the advanced level.

The ARA membership was audited by Sport Structures in March 2005 through the standard membership application and renewals procedure; therefore much of the information produced in this report and within the action plan is based on the results and analysis of that audit. The audit report can be accessed by emailing anna.gray@sportstructures.com

2. Vision

In developing an up to date equality action plan a vision for the future is essential and should be established with links to the overall direction of the ARA. The vision for rowing and its work within equality should be kept simple and concise, therefore the following has been developed:

Vision – Increased participation (rowing, coaching, officiating and administration) in rowing by underrepresented groups.

3. Goals and Objectives

A number of core goals and associated objectives have been developed:

Goal 1 – to improve research into underrepresented groups in rowing.

(Objective 1 in action plan)

At present data is collected through the standard membership application and renewals procedure, the Sport Structures audit demonstrated that 86.6 % of people do not currently fill in this form completely. Therefore although some general themes in membership breakdown can be identified there is still scope to improve the data collection, completion and return.

Goal 2 – to develop, implement and share equity good practise in rowing

(Objectives 2, 3, 4 and 5 in action plan)

A number of good practice projects are already underway, the following have been identified by the CDO team within their regions:

- | | |
|--|--------------------|
| 1. GP Referral | Cambridgeshire |
| 2. Young offenders | Reading, Berkshire |
| 3. Muslim girls | Oxfordshire |
| 4. BEM participation | Bradford |
| 5. Women & girls | Weybridge |
| 6. Referral children (Self esteem through sport) | Richmond |
| 7. Homeless | Cambridgeshire |

In addition there are two major projects that address equality issues, the adaptive rowing programme for people with disabilities and Project Oarsome for young people.

Goal 3 – to improve the understanding of equality issues and equality in rowing

(Objective 6)

Following consultation with the ARA Education and Training Manager it was revealed that a comprehensive five stage equality training programme has already been developed over recent years. Although some of the stages have been partly implemented (level 3 is embedded within the coaching scheme)

much of it has not yet been applied. The programme covers five stages of training from basic information at level 1, through short 1 hour training sessions (web based) at level 2, 3 hour 'Club for All' and 'equity in your coaching' workshops, to longer more specialised sessions at levels 4 and 5.

Goal 4 – to raise awareness of equality in rowing

(Objective 7 in action plan)

It is vital to the successful implementation of the equality action plan and for the achievement of the equality standard that the ARA raises awareness, both internally and externally of equal opportunities in rowing.

Goal 5 – to set accountability for sports equity at the highest levels

(Objective 8 in action plan)

To date no one person (it has been an element of a work programme), volunteer or paid staff member, or sub committee/ working group has had responsibility for the development and implementation of the ARA's equality work. For long term success equity needs to be embedded within the organisation with accountability at the highest level.

3. Action Plan

The equality action plan is divided into two separate sections, the first illustrates a four year overview of the key objectives and milestones throughout the four year cycle of the plan. The second shows the year one action plan, where the key objectives and year one milestones are split into individual targets.

Overview Implementation Plan

Objectives	Year one milestone	Milestones Year 2	Milestones Year 3	Milestones Year 4
1. Identify the demographic make up of the ARA membership, professional staff and senior volunteers	<ul style="list-style-type: none"> - To have a clear idea of the demographics of those involved in the sport of rowing - To have collated demographic data from membership returns, staff and senior volunteer surveys - To have analysed the data and produced a report on which to base subsequent work - To develop a more effective monitoring form and explanation to encourage more members to fill in when subscribing or renewing membership 	<ul style="list-style-type: none"> - to have collated and analysed demographic data from membership returns through the online membership scheme - to have utilized the data collected to inform the development of good practice - to have piloted a compulsory check box on online membership forms 	<ul style="list-style-type: none"> - to have collated and analysed demographic data from membership returns through the online membership scheme - to have collated and analysed demographic data from staff and senior volunteer surveys - to have collated demographic data on lapsed members 	<ul style="list-style-type: none"> - to have established positive action schemes to increase the diversity of staff and board members - to have increased the diversity of the people participating (rower, coaches, officials, administrators) in rowing
2. Promote equality of opportunities for young people through Project Oarsome and the NJRP	<i>Targets to link into overall PO work</i>	<i>Targets to link into overall PO work</i>	<i>Targets to link into overall PO work</i>	- Participation in Project Oarsome and the NJRP is reflective of the local population in which the activity is operating
3. Promote opportunities for people with disabilities within adaptive rowing	<i>To link into overall Adaptive Rowing work lead by Simon Goodey</i>	<i>To link into overall Adaptive Rowing work lead by Simon Goodey</i>	<i>To link into overall Adaptive Rowing work lead by Simon Goodey</i>	Adaptive rowing part of the paralympic programme and offered in a number of pilot clubs throughout England

Objectives	Year one milestone	Milestones Year 2	Milestones Year 3	Milestones Year 4
4. Promote opportunities for women within coaching, administrating and officiating in rowing	- Examples of good practice/ case studies have been identified and promoted	- examples of good practice developed and implemented	- examples of good practice developed and implemented	- Projects operating throughout the country
5. Create, develop and share equity good practice at a regional and local level	- Examples of good practice have been identified and promoted throughout rowing (with particular focus on projects that help to attract ethnic minority communities to the sport)	- examples of good practice developed and implemented	- examples of good practice developed and implemented	- Projects operating throughout the country
6. To ensure all who are involved in rowing have an understanding of sports equity	- To have produced and identified resources to implement the ARA 5 stage equity training programme	- implementation of stages 1, 2 and 3 of the 5 stage equity training programme to priority staff and senior volunteers	- implementation of stages 4 and 5 of the 5 stage equity training programme	- Rolling implementation programme of equity training in rowing underway - Equality training is included in the induction, review and appraisals for staff and volunteers
7. To ensure all who are involved in rowing have an awareness of ARA sport equity policies/ plans	- For the equity policy and action to have been made available for review, comment and development.	- ongoing review and consultation at local, regional and national level with staff, volunteers, partner organisations and local communities	- ongoing review and consultation at local, regional and national level with staff, volunteers, partner organisations and local communities	- To have developed a coordinated communication, publicity and information strategy for the dissemination of information regarding the ARA's ongoing progress in sport equity
8. To set accountability for sports equity at the highest level in the ARA	- To have developed a management framework to support the ongoing development, implementation and monitoring of the Equality Action Plan - to have reviewed all policies and procedures to ensure they reflect equality good practice	- management framework implementation - ongoing policy review	- management framework implementation - ongoing policy review	- all of the ARA's internal policies and procedures pay due regard to diversity - equality is mainstreamed through the ARA's operations, functions and service delivery

Year 1 Implementation Plan

Objectives	Year one milestone	Action	Completion date	Responsibility	Budget	KPI
1. Identify the demographic make up of the ARA membership, professional staff and senior volunteers	<ul style="list-style-type: none"> - To have collated demographic data from membership returns, staff and senior volunteer surveys - To have analysed the membership data and produced a report on which to base subsequent work - To develop a more effective monitoring form and explanation to encourage more members to fill in when subscribing or renewing membership 	<ul style="list-style-type: none"> • Separate membership demographic data from membership applications and renewals • Develop a survey document with supporting information for staff and senior volunteers • Circulate surveys and collate returns • Analyse data using SPSS • Produce summary report • Redraft membership forms supporting information alongside review of OARA and to help increase return of demographic information • Analyse lapsed member data • Pilot compulsory check box on online membership form 	April 06 April 06 April 06 April 06 April 06 April 06 April 06	AG ARA AG/SS CB		Demographic data collated Survey document developed Collate returns Data analysed Report produced New forms available Analysis completed New form piloted
2. Promote equality of opportunities for young people through Project Oarsome and the NJRP and through the World Class Start and Potential programmes	<i>To link into overall PO and WCS and P work</i>	<i>To link into overall PO and WCS and P work</i>	Ongoing	SD/PS		For details and KPI's please see PO and WCS and WCS plans
3. Promote opportunities for people with disabilities within adaptive rowing	To link into overall Adaptive Rowing work lead by Simon Goodey	<ul style="list-style-type: none"> • Ensure clubs within Community Club Dev Programme, inclusive of DDA • Continue work within three pilot areas (Tees/ Nottingham, Docklands) 	Mar 07 Ongoing	AM SG/ CDO's		All clubs address DDA Pilot projects operational
4. Promote opportunities for women within coaching, administrating	- Examples of good practice/ case studies have been identified and promoted	<ul style="list-style-type: none"> • CDO's to identify and share good practice examples and case studies • Publish good practice case studies and 	Quarterly reports As per	AG/ CDO team SM		10 case studies of good practice 5 case studies

Objectives	Year one milestone	Action	Completion date	Responsibility	Budget	KPI
and officiating in rowing		<ul style="list-style-type: none"> role models (only following permission of those involved) on website and within regatta magazine Identify funding for the development and implementation of further good practice projects in line with audit outcomes Develop a coach mentoring system for talented female coaches to support their development 	regatta publication timescales Ongoing Mar 07	AG/ RN CDO team		publicized Funding identified for good practice XX female coaches mentored
5. Create, develop and share equity good practice at a regional and local level	- Examples of good practice have been identified and promoted throughout rowing (with particular focus on projects that help to attract ethnic minority communities to the sport)	<ul style="list-style-type: none"> CDO's and Regional rowing committee's to identify and share good practice projects Good practice projects to address barriers to participation for underrepresented groups Regatta article to gather further good practice examples CDO's and Regional rowing committee's to work with their regions to collate full good practice lists for circulation Staff groups to work to identify good practice Publish good practice case studies (only following permission of those involved) on website and within regatta magazine Ensure ongoing regional good practice is reflective of the population in which it is operating Identify funding for the development and implementation of further good 	Quarterly reports Ongoing As per Regatta publication timescales Quarterly Quarterly As per Regatta publication timescales Ongoing Ongoing	CDO team/ Regional rowing committee's AG CDO team/ Regional rowing committee's All All All SD		10 additional good practice projects Article produced Full good practice lists collated and circulated 10 good practice projects Case studies published Regional and local good practice Funding identified Consultation process

Objectives	Year one milestone	Action	Completion date	Responsibility	Budget	KPI
		<p>practice projects in line with audit outcomes, focussing on people from ethnic minority communities</p> <ul style="list-style-type: none"> • Ensure full consultation with local community • Develop good practice within administration, management, coaching & officiating of rowing 	Ongoing throughout all projects Mar 07	CDO team, Regions & Clubs RS, CDO team		identified at local and regional level Good practice identified and circulated
6. To ensure all who are involved in rowing have an understanding of sports equity	<p>- To have produced and identified resources to implement the ARA 5 stage equity training programme</p> <p>- improved communication within the ARA on equality issues</p>	<ul style="list-style-type: none"> • Utilise information gathered during appraisals to assess training requirements • Up date 5 stage ARA training programme to include generic equity training as well as specific courses for key staff and board members • Allocate resources to implementation • Include equity training as part of staff induction • Include equity training within regional seminars • CDO's to set up 2x annual regional equity workshops • Workshop to be developed for central office staff • Utilise the website, regatta magazine, ARA communications and club mailings for the dissemination of equality in rowing updates • Deliver training to key staff and committee members 	<p>April 06</p> <p>May 06</p> <p>Ongoing</p> <p>Ongoing</p> <p>Regional seminar timescales</p> <p>Oct 06</p> <p>Ongoing</p> <p>April 06</p> <p>May 06</p> <p>June 06</p>	<p>AG</p> <p>RN/CH/DT/PS</p> <p>AG</p> <p>RN/DT</p> <p>RN/CH/DT/PS</p> <p>CDO team</p> <p>CDO team</p> <p>AG/SK</p> <p>AG/SM</p> <p>AG/SK</p>		<p>Training needs analysis carried out through appraisals</p> <p>5 stage programme up to date</p> <p>Funding identified</p> <p>Induction includes equity training</p> <p>Equity training in place regionally</p> <p>Workshop set up</p> <p>Updates regularly disseminated</p> <p>Workshops delivered</p>

Objectives	Year one milestone	Action	Completion date	Responsibility	Budget	KPI
7. To ensure all who are involved in rowing have an awareness of equity within the ARA	- For the equity policy and action to have been made available for review, comment and development. - improved communication within the ARA on equality issues	<ul style="list-style-type: none"> • Dedicate time for discussion at executive meetings to the progress of the equality action plan • Publicise ARA commitment to Equality – link to Equality Standards work • Write and circulate a press release to show ongoing equality work and work towards foundation and preliminary levels of the equality standard • Publish 1 article/ news item in each issue of Regatta magazine featuring an underrepresented group • Publish the equity policy in the British Rowing Almanack and staff handbook • Publish and update the equity policy, action plan and progress report on the website • Circulate good practice (projects/ initiatives) via the website • Develop/ update a database of contacts to share information and highlight good practice in rowing • Circulate all equality information to Sporting Equals, WSF & EFDS for comment and feedback • Gather positive images of participation (rowing, coaching, officiating, administrating) in the sport • Utilise the website, regatta magazine, ARA communications and club mailings for the dissemination of equality in rowing updates 	<p>Monthly</p> <p>Ongoing</p> <p>April 06 May 06</p> <p>As per Regatta publication timescales</p> <p>April 06</p> <p>April 06</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 06</p> <p>Ongoing</p> <p>As per Regatta publication timescales</p>	<p>Chairman</p> <p>AG/ RN</p> <p>AG</p> <p>SM</p> <p>RN/SM</p> <p>AG/SM</p> <p>AG/SM</p> <p>All</p> <p>AG</p> <p>All</p> <p>All</p>		<p>Plan discussed</p> <p>Commitment in regatta/ www Press release circulated</p> <p>Articles published</p> <p>Policy published</p> <p>Policy, plan & progress report published</p> <p>Good practice on www</p> <p>Contact database developed</p> <p>Information circulated</p> <p>Positive image library set up</p> <p>Communications circulated</p>

Objectives	Year one milestone	Action	Completion date	Responsibility	Budget	KPI
8. To set accountability for sports equity at the highest level in the ARA	<ul style="list-style-type: none"> - To have developed a management framework to support the ongoing development, implementation and monitoring of the Equality Action Plan - To have reviewed all policies and procedures to ensure they reflect equality good practice 	<ul style="list-style-type: none"> • Complete action plan with timescales/ responsibility and budget • Build into budget ongoing commitment to equality work • Allocate responsibility for the implementation of the equality action plan at staff and board level • Set up equality development group to be chaired by one of the ARA Deputy Chairs • Develop equity objectives within all staff work programmes • Approve action plan at board meeting • Develop monitoring and evaluation system (in line with WSP M&E) • Ensure adequate reporting on action plan implementation to board, staff and members, through website, regatta magazine and discussion at board meetings. • Submit portfolios of evidence for the Foundation & prelim levels of the racial equality standard • Review human resource policies to ensure they reflect equality good practice and up to date legislation 	<ul style="list-style-type: none"> May 06 Ongoing April 06 Aug-Sept 06 April 06 and ongoing June 06 Ongoing Feb 06 (foundation) August 06 (preliminary) July 06 	<ul style="list-style-type: none"> AG/ RN/DT RN/DT Chairman/RN/DT Chairman ARA Line Managers Chairman CB AG AG AG/SK 		<ul style="list-style-type: none"> Action plan finalised Budget finalized Responsibility for equity with RN Group operational Equity embedded in staff work programmes Plan approved M&E underway Regular reports to board/ staff & members Achieve Foundation & Prelim levels HR policies reflect good practice

4. Equality Standard

The actions required to achieve the Equality Standard, to the levels and timescales laid out in section 1, have been built into the Equality Action Plan.

5. Consultation

Consultation is a vital aspect of any action plan and should take place both internally and externally to the organisation. The ARA's equality action plan was only finalised following extensive consultation with:

- **Internally**
 - National Manager
 - CDO Team Manager
 - Business Development Manager
 - Youth & Community Manager
 - Volunteer Support Manager
 - CDO Team
 - Executive Board
 - ARA Council

- **Externally**
 - Women's Sports Foundation
 - English Federation for Disability Sport
 - Sporting Equals
 - VAGA Associates
 - Crimson Tiger Consultancy

The Draft Equality Action Plan was placed onto the ARA's website for one month requesting comments from members or other partners/ organisations. A number of responses were received and their comments have been built into the final action plan

6. Monitoring and Evaluation

A number of monitoring and evaluation process need to be put into place to ensure that this plan is effectively implemented and that all staff and committee members develop and maintain ownership within this area of work.

Monitoring and evaluation processes:

Overall accountability for the implementation of the Equality Action Plan	Di Ellis (ARA Chairman) Rosemary Napp (ARA National Manager)
Ongoing monitoring and evaluation of plan progress	Anna Gray (until August 2006)
Post August 2006 monitoring and evaluation	Annamarie Phelps (Executive Member)
Implementation progress	Equality Development Group (to be set up)
Quarterly report to senior staff and ARA Executive	Rosemary Napp
Annual reporting	Rosemary Napp

All staff have responsibility for implementation of the equality action plan and as such it will be built into all work programmes, which will be monitored in line with the ARA's staff appraisal process.

Appendix 1

Glossary of terms

ARA	- Amateur Rowing Association
BEM	- Black and Ethnic Minority
CDO	- Coach Development Officer
DDA	- Disability Discrimination Act
EFDS	- English Federation for Disability Sport
KPI	- Key Performance Indicator
WSF	- Women's Sports Foundation