



EQUALITY ACTION PLAN

2007-2013 v1.0

VISION

England Hockey has a vision:

A Dynamic, Vibrant, Successful Sport for All

This is a key message and in regard to equality and equity, hockey is a sport that can undoubtedly make a significant contribution to social inclusion right across the spectrum of England's cultural landscape. England Hockey has demonstrated the importance of equality and equity by working toward and achieving the Foundation level of the Equality Standard.

To ensure England Hockey realises its vision, six key strategic objectives have been developed and are encompassed under the banner "Uniting the Hockey Family." The Equality Action Plan (EAP) has been written in line with these objectives so that the hockey family can understand how the Equality Standards are inextricably linked with all the strategic work being undertaken within those six objectives. These objectives are:

1. Bring more young people into the Sport (**Start**)
2. Develop our thriving club infrastructure (**Stay**)
3. Achieve international success (**Succeed**)
4. Improve communications and profile for the sport
5. Develop a broader income base
6. Have effective and efficient governance and operations

This EAP has been widely consulted and feedback has been incorporated from the staff, the hockey family and our external equity partners, such as Women's Sports Foundation and Sporting Equals. The EAP is written in line with achieving the next three levels of the Equality Standard and covers 2007 until 2013 so that it is synchronised with the remainder of the current strategy and will encompass the next four year strategy. The initial focus of the EAP is around the preliminary level of the Equality Standards however it will be subject to regular review and monitoring. The overall responsibility for this plan is with Alison Hogg, NDM – Equity, Ethics and Child Protection and the Equity & Ethics Working Group.

This version is version ratified by the Board as of July 2007 and is therefore version 1.0.



Please see page 12 for a summary of glossary and terms.

I.0 EQUALITY STANDARD CRITERIA: To understand barriers faced by under-represented groups (Preliminary (A1))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 3, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
1.1	Analyse affiliation data – gender, ethnicity, disability	Every November	Board / NDMs	NDM time	Representation targets can be assessed	Annually by SM and Board
1.2	Review affiliation process to obtain robust data from clubs and also look at possibility of individual membership	September '08	CJ	NDM time	Robust data collated which lends itself to analysis	SM
1.3	Take positive action based on data analysis eg, article with specific groups press asking for barriers and issues	Post affiliation data 07/08 season	AH / RDMs	EEWG Time		
1.4	Work more closely with CSP and other equity partners by utilizing DO network to continue to understand barriers to participation	Sept/Dec 07	RDM'S /DOs	DO time	Further understanding of barriers regionally and nationally	Annually as part of operational plan
1.5	Equity and Ethics NDM update RDMs on regionally responsibilities in Equity and Ethics (Work programme)	4 th Sept 07	AH / RDM'S	AH time		
1.6	Work with Sport England to devise a more sophisticated sampling system of hockey participation to inc. schools, clubs and disabled participants. Sampling system should be good enough to take into account “spikes in graph” of BEM participation through our Asian clubs	September '08	CJ / AP	NDM time	Sport England recognition of sampling system	SM and Board
1.7	Create a new Customer Relations Management Database capable of collecting and analysing equity data.	July 07 – Dec 08	ND / IW/CJ	Project Manager secondment from Centrica via BOA scheme	New database that can link data and analyse it	IW and Board
1.8	Review research carried out through CCDP action planning with BEM projects 2005-08 and further research if new wave of CCDP funding forthcoming	July '08	JN / AH	CCDP Funding / NDM time	Changes in participation levels at BEM Groups	SM and Board

2.0 EQUALITY STANDARD CRITERIA: To develop a robust Equality Action Plan (EAP) (Preliminary (A2))**EH STRATEGIC OBJECTIVES:** Obj: 5, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
2.1	Continue to review policies and procedures for equality impact utilising impact assessment form.	June '07	AH / POs Russell Personnel	Russell Personnel / EEWG time	Any necessary amendments embraced	EEWG and Board annually
2.2	Draft EAP to be completed and consulted as widely as possible externally and internally	June '07	POs / BS / NDMs / RDMS	Website, databases PO time	No of downloads from web, feedback received. distribution lists	EEWG, BS
2.3	Send draft EAP to equity partners such as WSF, EFDS, Sporting Equals (racial equality) & Sport England and target specific clubs such as Asian clubs and disability groups involved with Zone Hockey	June '07	AH / POs	PO /AH time	Feedback received and implemented into draft plan	EEWG
2.4	Consulted EAP to be ratified by Board	31 Jul '07	Board	PO time	Board ratifies EAP	Aug annually as part of EH monitoring and operational action planning process
2.5	Final version to be communicated internally as an operational plan and to be monitored annually as part of operational action planning process	Aug '07	SM	SM time		As above

3.0 EQUALITY STANDARD CRITERIA: All staff and volunteers within organisation understand the principles of equality and their role in delivering against the plan (Preliminary (A3))

EH STRATEGIC OBJECTIVES: Obj: 3, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
3.1	Must be shared with NDMs, RDMs in quarterly meetings and shared with five NC's and RCC	Nov '07 onward	SM / AH Board	Time	Staff clearly understand how EAP fits into the global strategy and own work programmes	Quarterly at each of the NDM, RDM, NC and RCC meetings
3.2	Performance staff and consultants to attend scUK equity workshops if not already done so	July '08	DF	Performance budget	All performance staff aware of equity issues for players and other staff	Every three years or whenever new staff employed
3.3	Perform audit of compliance with Disability Discrimination Act (DDA) and provide training to all staff at away days	Dec '08	AH / SM	External supplier to be sourced	All staff have awareness of DDA and impact on their work	AH to keep Board advised of DDA requirements
3.4	Continue to review and amend all recruitment, induction and training documentation including committees to ensure they support EAP	Apr '08	AH / IW	External equity partners, Pharos Russell Personnel	Staff awareness of equity issues	Annually

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4.0 EQUALITY STANDARD CRITERIA: Partner organisations are aware and engaged in the delivery of the action plan (Preliminary (B1 & A1))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 5, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
4.1	The draft EAP to be sent for comment and agreement to under-representation groups such as WSF, EFDS & Sporting Equals and final version to be promoted through their websites and publications. Agreement sought from equity organisations for assistance in delivering the EAP.	Aug 07	AH / POs	Equity partners, website, press releases	Feedback received from equity partners	Aug annually as part of EH monitoring and operational action planning process
4.2	Communications and PR review of press lists and possibility of translating web page into various text sizes and languages to break down barriers with under-represented groups	Aug – Nov 07	JB / Nemisys	JB time	Improved accessibility	Sept '08
4.3	Set up Code of Ethics (CoE) working group to work on England Hockey's code and disrepute regulations	Sept 08	AH / SM	£5k Legal Time	Code complete and regulations in place to handle breaches. Board ratifies CoE and membership agreement gained	Annually to ensure up to date
4.4	Set up Zone Hockey working group to review current activity and to form a specific action plan for the development of this aspect of hockey. EFDS to be involved in process.	Jan 08	SM / RDM West / RO North	NDM time / working group expenses		Post each meeting
4.5	Work with EHF to agree European Disability Hockey Action Plan. Disability working group will be set up to assist with this	Jan 09	SM / RDM West / RO North?	Tbc?	Improved profile of sport	Report post events
4.6	Raise profile of Zone Hockey by providing demonstrations at key events such as EuroHockey Nations Championships in Manchester, NIA Indoor finals and Euro Indoors, Sheffield	Ongoing	SB, NDM Comp and Events	NDM time	Increase profile	

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5.0 EQUALITY STANDARD CRITERIA: Your organisation has increased the diversity of your leadership, staff, Board and senior volunteers (Intermediate (A1))
EH STRATEGIC OBJECTIVES: Obj: 4, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
5.1	Encourage applications from under-represented groups by targeting specific diverse media with adverts for posts	Sept '07	BS	Press list, websites, equity partners	Steady increase of under-represented groups of staff up until target reached in 2013	Annually by Board with audit data
5.2	Co-opt or second staff or volunteers into committees and working groups when working on specific equity projects	As and when projects occur	AH / SM	Advertise through equity partners, website	Representation on any project from group it is targeted at whether that be BEM, disability etc.	SM / Board

6.0 EQUALITY STANDARD CRITERIA: All of your organisation's internal policies and procedures pay due regard to diversity (Intermediate (A2))
EH STRATEGIC OBJECTIVES: Obj: 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
6.1	Increase equity training at staff away days and maintain recruitment and induction documentation and training to ensure equity knowledge of staff is current	Dec '08	AH / SM	Equity partners, Pharos		AH and Board
6.2	Any further changes to equity policies and procedures to initiate impact assessment and review of all other policies	Ongoing	AH / IW Russell Personnel	Equity partners / Russell Personnel	Policies all up to date and in line with current practice	AH / Russell Personnel annually
6.3	Where appropriate, set equality performance targets for senior staff through appraisal system	June '08	AH / IW	Russell Personnel		
6.4	Review of recruitment and grievance procedures to ensure equitable	Sept '09	IW / Board	Equity partners / Russell Personnel	Targets met	IW and Board

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7.0 EQUALITY STANDARD CRITERIA: Your organisation has increased the diversity of people participating / using its services (Intermediate (BI))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 3, 4

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
7.1	Through analysis of membership data, seek to run specific projects to understand why specific under-represented groups do not participate and to increase their participation	Mar '09	AH / EEWG / RDMs / CJ	EEWG Time	Increase in participation as measured by audit	Annually by Board
7.2	Participate and encourage specific equity projects in CSP areas such as Greater Sport Women into Higher Coaching and contribute to national initiatives as and when they occur	July '07 onward	RDMs / ROs AH/SM / CSPs	RDMs / ROs AH/SM / CSPs Time and CSP budgets	Increase in participation as measured by audit	Annually by Board
7.3	Implement the single system pathway for both genders thereby ensuring the same coaching and competition pathways for each gender	2009 / 10 season	CA / RDMs	Regional HAs / Club and Coach Dev fund	Top down system of training centres functional and comps aligned to system for both genders and all junior age groups	Annually by SM & Board
7.4	Develop small sided game to be used in areas of multiple deprivation as well as non-hockey schools	Pilot Sept '07	AP / Youth Committee	£15k	Successful launch and increase in participation	AP and SM
7.5	Develop a policy for transgender individuals wishing to participate in the sport at all levels.	Nov 07	AH	AH time / Equity partners	Policy developed and implemented	Upon occurrence of policy being needed

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8.0 EQUALITY STANDARD CRITERIA: People inside and outside your organisation are aware of your success and achievements in working towards equality (Intermediate (B2))

EH STRATEGIC OBJECTIVES: Obj: 5

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
8.1	Continually update the membership and external partners of progress of EAP and celebrate success through new equity area on website, specific equity section in England Hockey News, by using equity partners, diverse media, etc	May 08	BS /JB	EEWG / JB time	Articles in a number of publications, recognition from our equity partners	BS and Board

9.0 EQUALITY STANDARD CRITERIA: Leadership and staff are reflective of the community you serve (Advanced (A1))

EH STRATEGIC OBJECTIVES: Obj: 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
9.1	Compare Board and NC's against national figures for diversity	2011	AH	AH time	Hit target to meet representative target	SM and Board

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10.0 EQUALITY STANDARD CRITERIA: Equality is mainstreamed through the organisation's operations, functions and service delivery (Advanced (A2))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
10.1	All policies and strategies have visible equality dimension	2010	AH	Equity partners / Russell Personnel	All policies have an equity focus	SM & Board
10.2	Provide support to clubs to enable them to actively seek to increase participation in under-represented groups through Club Mark and Tiered Club Support System	2010	CA / AH	NDM Time Written resource	Fully functioning tiered club support system	Board
10.3	Named staff and Board members responsible for equity issues and training staff	2007	SM	NDM & Director Time (£1k)	Equality mainstreamed through organisation Incorporated into induction process	Board

11.0 EQUALITY STANDARD CRITERIA: Participants, coaches, officials, volunteers and administrators are generally reflective of the community (Advanced (B1))

EH STRATEGIC OBJECTIVES: Obj: 1, 2

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
11.1	Proactively support clubs to this goal through Tiered Club Support System and Club Mark	2011	SM / CA / AH	NDM and PO Time	Audit data representative of population	Annually by Board
11.2	Take pilot projects from B1 and develop further to increase success and where possible widen to become national	2012	SM / RDM's / RO's	Time	Further increase in participation	SM and Board
11.3	Work with clubs operating in areas with high BEM populations or in close proximity to special schools to increase participation commensurate with local population	2012	CJ / AH / SM / RDM / RO's	Time / incorporate into ROs work programme	Increase in club sizes and participation in under-represented groups	BS/SM and Board

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12.0 EQUALITY STANDARD CRITERIA: All of your organisation's programmes and investment pay due regard to the diverse groups it serves (Advanced (B1))

EH STRATEGIC OBJECTIVES: Obj: 1, 2

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
12.1	Establish separate budget for equity projects and initiatives. Decision to be made whether this will sit in EECWO budget or centrally in strategy or HR budget	2009	Board	Sport England / Sponsorship / Equity partners	Funding stream for equity projects	Board
12.2	Continued use of internal and external media to demonstrate ongoing success with participation	2013	BS	Equity partners, in house media	Under-represented groups no longer under-represented in audit and this being well communicated	Board

13.0 EQUALITY STANDARD CRITERIA: All affiliated organisations and clubs are able to engage and develop participants, coaches, officials and administrators from under-represented groups (Advanced (B3))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 6

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
13.1	County and Regional HAs along with clubs are fit for purpose (Kite mark standards)	2011	CJ / SM / BS	DOs / RDM Time	These bodies all well trained and versed in equity	Board
13.2	Volunteers on NC's and RCC trained in equity	2008	JN / SM	scUK & Equity partners	Wider knowledge base	Board
13.3	Coach and Umpire Educators all Equity qualified and further promotion of equity written into coach programmes	2008 / 09	JN / AB	scUK & Equity partners	Wider knowledge base	Board

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14.0 EQUALITY STANDARD CRITERIA: There is an increase in the number of athletes from under-represented groups at performance and excellence levels of the sport (Advanced (B4))

EH STRATEGIC OBJECTIVES: Obj: 1, 2, 3, 5

No	ACTION	WHEN	WHO	RESOURCE	ACHIEVEMENT INDICATORS	REVIEW
14.1	Monitored by Performance Unit. Previous years work with single system and other projects should see increase in participation and this should lead to more athletes and coaches from under-represented groups	2012	DF / JP	UK Sport	Increase in under-represented groups involved in elite programmes	Board
14.2	Positive role models from under-represented groups leading up to and post 2012 Olympics to be utilised appropriately in PR and communications	2008-2013	DF/BS / JB	Internal and external media	Increase in participation generally but specifically from under-represented groups	DF/BS
14.3	Review of training camp structures to ensure religion, gender, sexual orientation or disability are not barriers to elite participation	2009	DF/AH	Time	Good practice	DF/AH

Glossary & Terms of Reference.../

GLOSSARY

AB	Anne Baker, NDM - Coaching
AH	Alison Hogg, NDM - Equity & Ethics & Child Protection
AP	Amanda Partington, NDM – Education and Schools
BOA	British Olympic Association
BEM	Black & Ethnic Minority
Board	Executive and Non-Executive Directors
BS	Barry Snellgrove, Communications & Marketing Director
CA	Cath Arter, NDM – Player Pathway
CCDP	Community Club Development Programme
CJ	Chris Jenson, NDM – Membership Services
CoE	Code of Ethics
CSP	County Sport Partnership
DF	David Faulkner, Performance Director
EEWG	Equity & Ethics Working Group
EFDS	English Federation of Disability Sport
IW	Ian Wilson, Finance & Administration Director
JB	Jo Baker, PR and Communications Manager
JN	Jane Nockolds, NDM – Technical, Officiating and Volunteering
JP	Jane Powell, Performance Coaching Manager
NCs	National Committees
ND	Nicola Dawson, CRM Database Project Manager
NDMs	National Development Managers
POs	Project Officers
RCC	Regional Consultative Committee
RDMs	Regional Development Managers
SB	Stephen Barlow, Competition and Events Manager
SM	Sally Munday, Development Director
WSF	Women’s Sport Foundation

Definitions.../

Definitions

Equity

In its simplest sense, this can be defined as 'fairness' or the process of allocation (or reallocating) resources and entitlements, including power, fairly and without discrimination. It includes fairness of opportunity and the upholding of individual human rights through social justice.

Equality

The state of being equal – treating individuals equally, which is not necessarily the same as treating them the same. In some cases, the need for equality may require unequal effort to ensure that the principle of equity is achieved.

Sports equity is about:

- Fairness in sport, equality of access, recognising inequalities and taking steps to address them
- Changing the culture and structure of sport to ensure that it becomes equally accessible to all members of society, regardless of age, ability, gender, race, ethnicity, religious belief, sexuality, nationality or social / economic status.

Source: Sport England runningsports 'A Club for All'.