

sportwales  
chwaraeoncymsu

# Sport Wales

## STRATEGIC EQUALITY PLAN

2016-2020



**THE DEVELOPMENT OF THIS, OUR SECOND STRATEGIC EQUALITY PLAN, IS AN IMPORTANT STEP IN DRIVING FORWARD OUR ASPIRATION TO EMBED EQUALITY WITHIN THE FABRIC OF OUR ORGANISATION, SO THAT IT IS PART OF OUR NATURAL THINKING.**

We fully understand that there is work to do to eradicate inequalities in sport. This Strategic Equality Plan will build on the good work that we have already undertaken in Wales towards achieving equality of opportunity in sport and diversity within our sporting infrastructure.

It is of huge importance that all Sport Wales staff and Board members, along with contractors, organisations in receipt of Sport Wales funding, partners and stakeholders understand how they contribute to the delivery of this strategy and our Equality Objectives.

I look forward to seeing the progress made in this important area through to 2020 and beyond.



**SARAH POWELL**  
Sport Wales CEO

# AN INTRODUCTION TO **SPORT WALES** **STRATEGIC EQUALITY PLAN** **2016-2020**

The purpose of the Strategic Equality Plan is to set out a series of clear Equality Objectives for the period 2016-2020. In addition, the steps that we will take to deliver against our objectives will be identified with clear, measureable outcomes.

For Sport Wales the objectives will reflect and support both our internal work to build a brilliant organisation and achieve the outcomes in our Community Strategy, Elite Strategy and Workforce Strategy, which our partners and stakeholders have a role in delivering. Therefore it is important that all Sport Wales staff and Board members, along with contractors, organisations in receipt of Sport Wales funding, partners and stakeholders understand how they contribute to the delivery of the Equality Objectives.

## We listened to your views.

Sport Wales provided the opportunity for internal staff and external stakeholders to comment on our equality objectives. All feedback was gratefully received and considered.

The following consultation opportunities were offered:

### Internal:

- Team meeting discussions and consultation workshops
- Electronic survey

### External:

- Diverse Cymru facilitated community consultation events in Cardiff and North Wales.
- Equality organisations were invited to an Equality Briefing event.
- Sport Wales Equality and Diversity Critical Friends Group met to review the equality objectives.
- Public consultation was held with partners and beyond via the Sport Wales website; this opportunity was directly communicated to Sports and Local Authority Partners.
- Young Ambassadors were given the opportunity to complete a short survey at their annual conference.

The following organisations kindly provided input through our consultation process.

- Chwarae Teg
- WCVA
- Stonewall Cymru
- Equality and Human Rights Commission
- Diverse Cymru
- Race Equality First
- Disability Sport Wales
- WEN Wales
- Golf Union Wales
- Sport Cardiff
- Bridgend LA
- Ynys Mon County Council
- LGB&T Sport Cymru
- Youth Sport Trust (Young Ambassadors)
- National Resource Wales
- University of South Wales

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# 1: THIS IS SPORT WALES

Sport Wales is the recognised authority on sport, established by Royal Charter in 1973 by HM Queen Elizabeth II; with the aim of fostering the delivery of sport and physical recreation for the public in Wales.

As a Welsh Government Sponsored Public Body (WGSB). We advise the government on all matters relating to sport and physical activity and distribute Welsh Government and National Lottery funding. As custodians of public funding and a National Lottery distributor we have a clear duty as the national investor for sport to ensure that the millions of pounds invested annually deliver our aspirations **to get every child hooked on sport for life and develop a nation of champions.**

The impact sport has across all sections of society is well documented. As an official supplier of research we apply evidence and intelligence that demonstrates the incredible impact sport has in developing the lives of people and in shaping future thinking and delivery. We also hold a unique role with the responsibility for uniting the voices of sport to tell the powerful story of how it contributes towards creating an active and prosperous nation.

## 1.1: Our Role

- The uniting voice of sport
- The national investor of sport
- An official supplier of applied research
- A first class provider of services to sport

## 1.2: Our Aspirations

Working with partners and stakeholders from across the sporting sector and beyond, Sport Wales aspires to;

- Get Every Child Hooked on Sport for Life
- Develop A Nation of Champions

## 1.3: Our Strategic Aims

Sport Wales has set out 5 Strategic Aims and through our 'This is Sport Wales' document we clearly set out how we deliver against these aims.

WE WILL...	HOW WE WILL...
Tell the compelling story of sport	By communicating at every opportunity the benefits of sport
Lead the development of sport in all communities	By transforming sport to make it more diverse, accessible and enjoyable for all
Enable success on the international stage	By creating a successful and sustainable elite sport system
Set sport up for success	By investing in expertise, innovation and organisations that deliver
Build a brilliant organisation	<p>By developing further our diverse group of people, arming them with the confidence, skills and resources to excel.</p> <p>By developing further our inspirational National Centres that provide exceptional service</p> <ul style="list-style-type: none"> <li>• Attract, develop and reward the very best people</li> <li>• Create a dynamic working environment to deliver excellence</li> <li>• Celebrate and recognise the impact of our achievements</li> <li>• Continually learn and seek new knowledge to enhance our delivery</li> </ul>

## 1.4: Our Values

WE BELIEVE IN		
<p><b>TEAMWORK</b></p> <p>The power of working together</p>	<p><b>DELIVERY</b></p> <p>Making a difference</p>	<p><b>AMBITION</b></p> <p>The pursuit of success</p>
WE COMMIT TO:		
<p>Being a positive impact on others, encouraging and support them when required.</p> <p>Celebrating and recognising our success together.</p> <p>Respecting others and earning respect.</p> <p>Investing time to listen and get to know the person and not just the face.</p>	<p>Taking responsibility for our own delivery and development.</p> <p>Trusting and utilising the skills and experience of others to get the job done.</p>	<p>Setting our standards high and challenging constructively.</p> <p>Being open to new ideas and expertise from around the world.</p> <p>Enjoying and taking pride in the work we do.</p> <p>Being courageous to do things differently.</p>

## 1.5: Our Organisational Structure

Sport Wales boasts a workforce of 164 from full-time, part-time and term-time employees, to fixed-term, permanent and seasonal staff. The organisational coverage is Wales wide, with bases in Cardiff, in the south of Wales, homeworkers in the West, and Plas Menai and Deeside in North Wales.

Professions range from National Centre staff (receptionists, operations assistants, outdoor-instructors, and maintenance and grounds people) to sports scientists, business service staff and development officers, all with expertise to support the delivery of Sport Wales' strategic aims.

Staff pay is determined by the grade to which their role has been assigned using job evaluation. The majority of grades are currently aligned to those of the Welsh Government:

GRADE	DESCRIPTION	TYPICAL ROLE
O*	Living Wage	Catering Assistants, Housekeeping staff
A*	Operational	Groundsmen, Pool Attendants, Chefs
B	Support	Maintenance, Customer Service staff, Administrators, Receptionists, Sport Science Technicians, First Line ICT Support
C	Officer	Sales and Purchase Ledger Officers, Communications Officers, HR & Payroll Officers, Physiologists, Nutritionists, Strength & Conditioning Coaches, Sport Development Officers, PA to CEO, Catering & Housekeeping Assistant Manager, Customer Service Assistant Manager, Second Line ICT support, Service Centre Administrator, Outdoor Instructors
D	Senior Officer	Senior HR Officers, Catering & Housekeeping Manager, Marketing Manager, Senior Sport Development Officers, Senior Research Officer, Senior Finance Officer, Senior Psychologists, Senior Performance Nutritionist, Senior Strength & Conditioning Coach
E	Management	Physiotherapists, Head of Research, Head of Organisational Development, Head of Finance, Heads of Community Sport, Heads of Elite Performance, National Centre Managers
F	Senior Management	Director of Finance, Community Sport, Elite Performance, Communications
Scale 1*	Operations	Operations Assistants
Scale 3*	Operations Supervisor	Operations Assistants

Fig 2: (Sport Wales Structure Chart 2016) \*Not aligned to the Welsh Government pay scales

Additionally, staff have access to a career average pension scheme, free gym facilities, free car parking, salary sacrifice provisions such as childcare vouchers, long term training, cycle to work scheme and the purchase of additional annual leave, discounts in the

café, generous family friendly offerings, allowances to support differing working patterns e.g. 12% and 20% unsocial working allowance, 13% shift allowance, and varying levels of responsibility allowances.

### 1.5.1: Annual Pay Audit

To comply with the Equality Duty requirements a pay audit is conducted annually, information in relation to this is included within our annual equality report.

## 2: HOW ARE WE DOING? (PROGRESS AGAINST OUR EQUALITY OBJECTIVES)

Sport Wales has made good progress during the last 3 years embedding the requirements of the Equality Act 2010, including the specific public sector equality duties set for Wales (Listed in Appendix 1). We have demonstrated progress against our Strategic Equality Plan 2012-2016 and the following 6 objectives identified within this.

1. Embrace Diversity and Inclusiveness within Sport Wales and through our policies.
  2. Appropriately engage, consult, inform and challenge ourselves and our partners.
  3. Increase female participation in all aspects of sport.
  4. Increase participation amongst Disabled People in all aspects of sport.
  5. Increase participation in all Aspects of Sport amongst our Ethnic Minority Communities.
  6. Increase participation amongst children from deprived communities.
- We invested £2.35 million in ‘Calls for Action’ funding in 2015, specifically to tackle inequalities. Working in partnership with WCVA we were successful in engaging with the voluntary sector.
  - ‘Asking the right questions’ resources to help support and challenge partners with respect to embedding equality have been developed and implemented.
  - Networks representing BME Community groups and the LGB&T Community have been established to support the sports sector. They now operate independently from Sport Wales.
  - Sport Wales commissioned comprehensive research into sport participation in BME Communities (2015).
  - Welsh Government Sponsored Bodies and equality partners have joined our Equality and Diversity Critical Friends Groups to provide advice and challenge on high level decision and strategy.
  - We have been awarded EHRC funding to recruit equality advisors to provide support to our sports.
  - Sports are now required to progress through the Equality Standard for Sport, a support package is provided to our sports. There are currently 10 NGBs working towards the Intermediate level and 5 NGBs are working towards Preliminary Level.
  - Sport Wales is an active member of the UK Sports Councils Equality Group, the group has recently developed a website to support sports and has produced a range of guidance information on protected characteristics, e.g.; Transgender Guidance for sport.

### Headline successes include:

- The Sport Wales Board better represents diversity - 55% of Board members are female.
- Our Board Sub Groups have an appointed equality representative.
- A system for the scrutiny of equality work and assessment of impact has been agreed.
- We have redeveloped our equality impact assessment process to make it relevant and valuable.
- Equality measures are embedded into the organisation scorecard.
- Tackling inequalities in Community Sport is one of our Community Sport Investment Outcomes.

### 3: INSIGHT: WHAT DO WE KNOW?

#### 3.1: Participation in sport

Sport Wales School Sport Survey (2015), illustrates an increase in participation in relation to our 'Hooked on Sport' measure (participating at least 3 times a week) amongst girls, disabled people, ethnic minority communities, children from deprived communities.

Sport Wales recognise that priority should be given to tackling inequalities in sport.

school sport survey arolwg ar chwaraeon ysgol



#### Who is 'hooked on sport'?/Pwy sydd 'wedi gwirioni ar chwaraeon'?

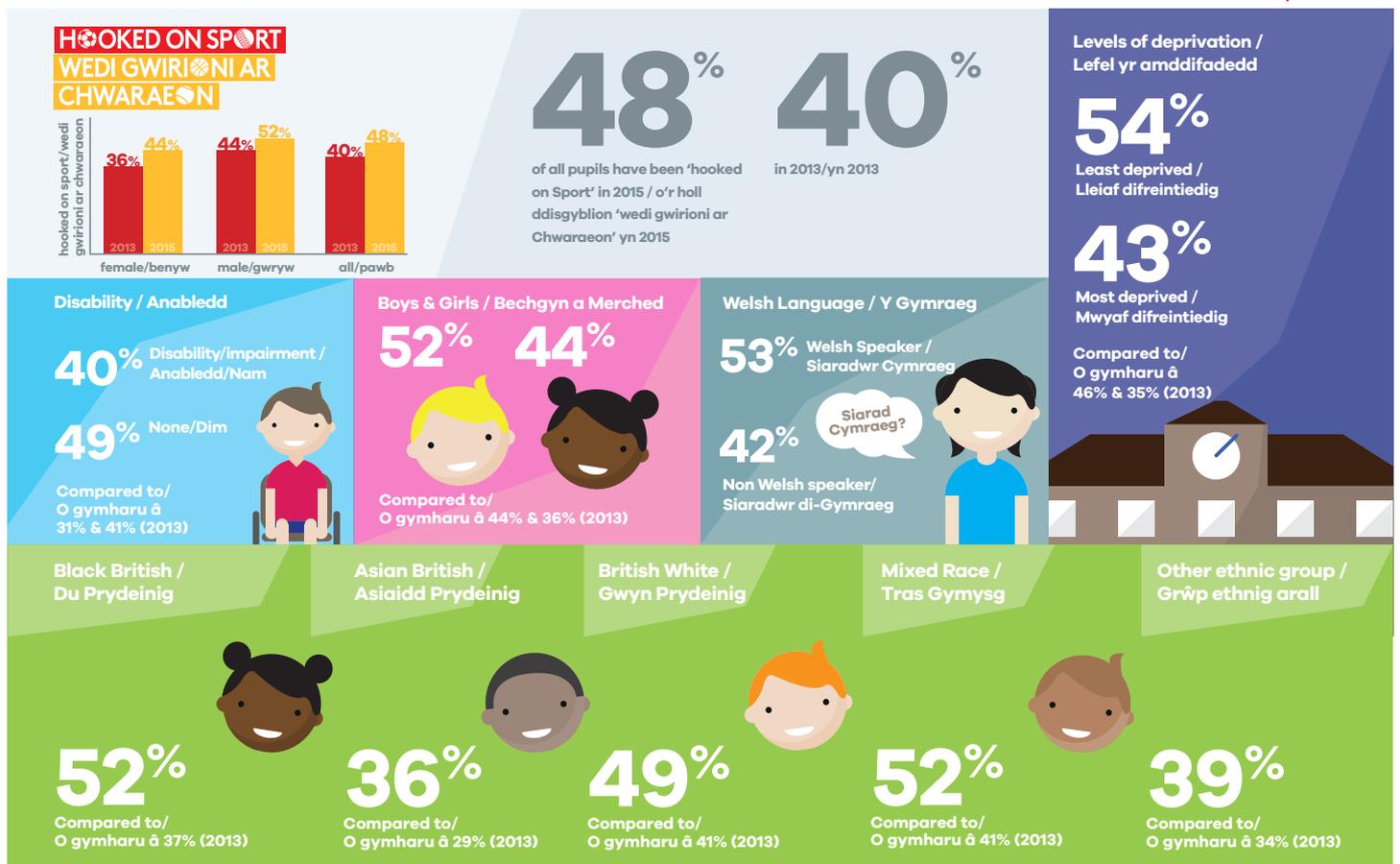


Fig 3: (Sport Wales School Sport Survey Diversity Stats 2015)

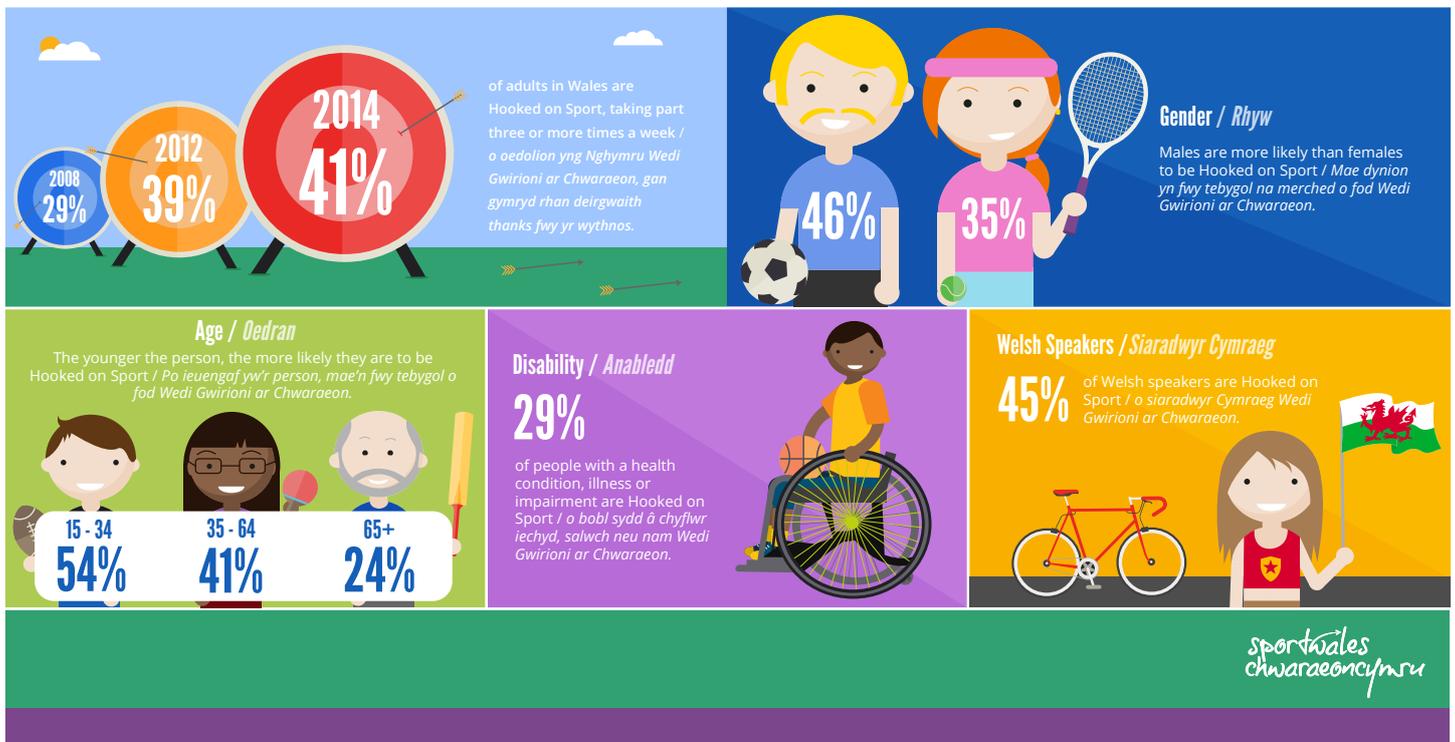
## Sport Wales Active Adult Survey: 2014

The 2014 results show an increase in the ‘hooked on sport’ measure (participating at least 3 times a week) since 2012 (41%), building on the rise in Welsh sport participation seen since 2008 (29%) and sustaining participation since the London 2012 Olympics and Paralympics.

The survey reveals that there are still gaps in participation between males (46%) and females (35%), disabled (29%) and non-disabled (48%) and those from Wales’ most deprived areas are less likely to be hooked (39%). The survey revealed that 45% of Welsh speakers are hooked on sport.



### Who is Hooked on Sport? (2014) Pwy sydd Wedi Gwirioni ar Chwaraeon? (2014)



## Sport Wales Further Education (FE) Survey 2015

The Survey reveals gaps in participation between males (59%) and females (40%). A difference in frequent participation rates between students with or without disabilities is shown. 32% of students with a disability were hooked on sport compared with 51% of those with no reported disability. By ethnic group, students from mixed/multiple ethnic groups were more likely to be

hooked on sport than white students, with 59% reporting taking part three or more times a week compared with 49% of white students. As with the School Sport Survey findings, fewer Asian/Asian British students reported being hooked on sport (38%). On this occasion, we are unable to report the percentage of Black/Black British students who were hooked on sport due to a smaller positive response to this measure from this cohort.

## Hooked on sport and Welsh language speakers

The School Sport Survey and Active Adults Survey both show that Welsh speaking respondents are more likely to be frequent participants than non-Welsh speaking respondents. The FE Sport Survey reflects this pattern – overall, 58% of Welsh speakers are hooked on sport compared with 46% of non-Welsh speakers.

## Understanding participation and nonparticipation in sport amongst Black and minority ethnic groups in Wales, 2015

The research identified a wide-range of constraints which reduce the likelihood of people from BME communities taking part in sport. These broad factors are not unique to BME communities, nor will they be new to those working in sports development, yet their prevalence and intensity should not be underestimated.

**Social isolation** – For asylum seekers as well as older migrants who lack language skills this was particularly an issue. Without contacts and friendly support people are less likely to be aware of sporting opportunities or have company to go with them. For those with children they are also less likely to have family or friends who can provide childcare.

**Racism** – Many viewed racism as an unremarkable and inevitable aspect of everyday life in Wales with accounts ranging from hatred to misunderstanding. The findings suggest that racism was more common in rural areas such as ‘the valleys’ and may be most frequently experienced by white minorities (such as Polish and Gypsy Travellers). While many experienced racism playing sport, for others sport provided a space to escape the discrimination experienced in their everyday life.

**Inappropriate provision:** A lack of ethnic minority coaches is particularly an issue for those lacking English skills, while for South Asian (predominantly Muslim) women and those women conscious of their bodies a lack of single-sex facilities/sessions is a major barrier.

## Cultural Expectations:

**a) Gender roles:** The research highlighted evidence of some females receiving less support or being actively deterred from participating in sport by their family and wider community.

**b.) Sport vs. Academic priorities:** For many adults that took part in the research there was an acknowledgment that their parents (first and older second generation migrants) had not seen the value of sport, and that education, viewed as a passport to a better life, had been their main priority.

## The five foundations of participation and performance.

As a provider of official statistics and the authority on sport in Wales, Sport Wales undertakes a multitude of research projects that are both qualitative and quantitative in nature. Insight gleaned from these projects consistently identifies five areas that are fundamental to all people, whether they have a protected characteristic or not on their individual sporting journeys. These five threads make up the fabric of sport, from recreational participation in the local community to competitive sport on the international stage and really put the needs of the customer at the heart of planning for sport.

The five foundations of participation and performance are:

1. Motivation
2. Confidence
3. Awareness
4. Opportunity & Resources
5. The Experience

In relation to equality of opportunity, it is recognised that there are specific barriers for those who share a protected characteristic that will impact on the five foundations.

## 3.2: Our Staff

AGE	%
less than 20	<5
20-24	<5
25-29	7.5
30-34	8.7
35-39	20.2
40-44	14.5
45-49	14.5
50-54	13.3
55-59	11.6
60-64	2.9
65-69	<5
70-74	<5
75-79	<5
Over 80 years	<5
No age listed	<5
<b>AVERAGE AGE</b>	<b>43 YEARS</b>

RELIGION	%
Prefer not to say	28.3
Other Philosophical, Spiritual Belief or Religion	<5
No Religion	<5
Christianity	37.6
Church of England	<5
Nothing detailed	30.1

ETHNICITY	%
Prefer not to say	<5
White	81.5
Asian-Chinese	<5
Black/African/Caribbean - Caribbean	<5
Mixed/Multiple - Other Backgrounds	<5
Mixed/Multiple - White & Black Caribbean	<5
Nothing detailed	12.7

SEXUAL ORIENTATION	%
Prefer not to say	5.2
Heterosexual/Straight	68.2
Gay Woman/Lesbian	<5
Gay Man	<5
Nothing detailed	26

GENDER	%
Male	45.1
Female	54.9

HOURS	%
Full-time	72.8
Part-time	27.2

MATERNITY	No's
Leavers in 12 months to 01/02/16	5

## HOURS BY GENDER

Female Full-time	31.2%	Female Part-time	23.7%
Male Full-time	39.9%	Male Part-time	5.2%

## DISABILITY %

Yes	<5
No	5.8
Nothing detailed	93

## MARRIAGE & CIVIL PARTNERSHIPS %

Divorced	<5
Married	46.8
Partnership	9.8
Separated	<5
Single	16.8
Widowed	<5
Nothing detailed	18.5
Prefer not to say	<5

## WELSH SPEAKER %

Fluent	6.4
Partial	<5
Non	22.5
Prefer not to say	69.9

## NATIONALITY %

British	39.3
English	<5
Scottish	<5
Welsh	39.3
South African	16.8
Other	<5
Nothing detailed	<5
Prefer not to say	<5

## A TYPICAL SPORT WALES EMPLOYEE IS

- Female
- Aged 43
- Of White Ethnicity
- Of Christian Faith
- British and/ or Welsh



## 4: WHAT DOES THE FUTURE LOOK LIKE?

Sport Wales is committed to the promotion of equality; our goal is to fully mainstream equality through all of Sport Wales' functions. In order to achieve this we believe that equality needs to be integrated into our daily work. As an organisation we are putting mechanisms in place to establish a culture where equality is simply part of our natural thinking. Furthermore, we recognise that to reduce inequalities in community and elite sport, we will need to build on the good work already taking place to really change the culture of sport. We will need to challenge our partners to change the way that they work, and the way that they look. This will require Sport Wales to provide the necessary direction and support.

### 4.1: Political Drivers

**The Public Sector Equality Duty** requires Sport Wales to identify specific equality objectives and to develop actions over a four year period to meet these objectives.

**The Well-being of Future Generations (Wales) Act 2015** is about improving the way that we can achieve our economic, social, environmental and cultural well-being. This has been fully considered in the development of our equality objectives.

The strategic Equality Plan will deliver the following goals within the Act, uniting our desire to tackle inequalities in sport and drive a fairer and prosperous Wales and:

- A more equal Wales
- A healthier Wales
- A Wales of vibrant culture and thriving Welsh language

We will subsequently have an impact on all of the goals through delivery of our Equality Plan.

### Sustainable Development Principle

Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales now and in the future.

The Strategic Equality Plan supports this principle through embedding Equality Impact Assessments, and involving people who share protected characteristics in planning and evaluation.

## 4.2: Sector Drivers:

### The Governance and Leadership Framework for Wales

The sport sector in Wales has developed a Governance and Leadership Framework for Wales which sets out good governance and leadership principles for the sector. The Fourth Principle refers to a balanced, inclusive and skilled board and, as a minimum, expects that bodies ensure that their board composition adequately reflects the community served by the organisation and the diversity of society.

The infographic below details current progress.

#### Governance and Leadership Framework for Wales (GLFW)

Data based on a sample (26) of higher funded NGB's

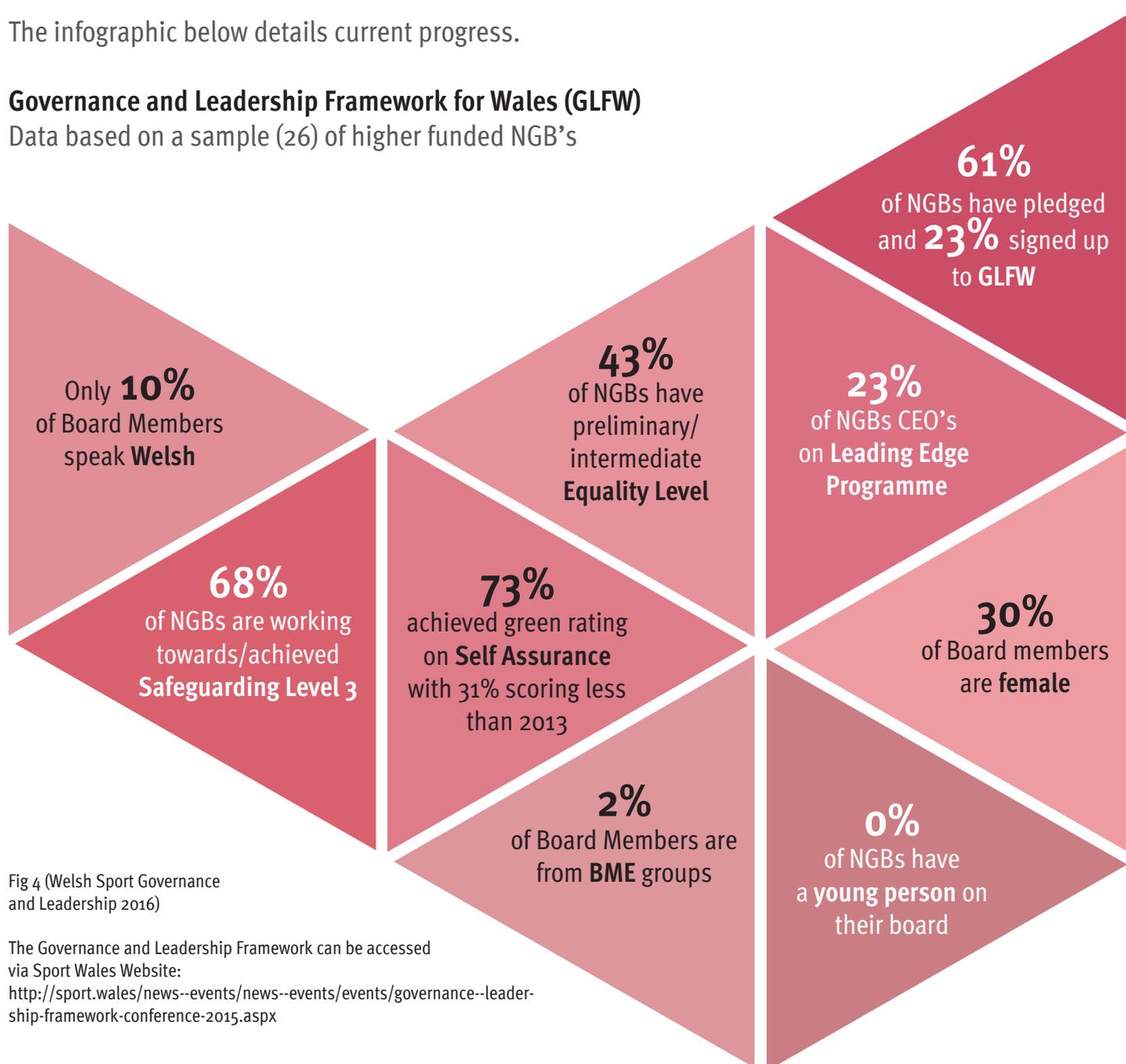


Fig 4 (Welsh Sport Governance and Leadership 2016)

The Governance and Leadership Framework can be accessed via Sport Wales Website:  
<http://sport.wales/news--events/news--events/events/governance--leadership-framework-conference-2015.aspx>

## 5: OUR EQUALITY OBJECTIVES 2016-2020

### Achieving the greatest impact

Our commitment to meeting the required duties with respect to **all protected characteristics** will continue. However, Sport Wales has identified **specific Equality Characteristics** for positive action based on need and greatest potential impact.

#### Socio-economic disadvantage and Welsh Language

Whilst it is recognised that Welsh Language and Socio-economic disadvantage are not protected characteristics specified under the Equality Act 2010, they are included within the scope of the Well-being of future generations (Wales) Act 2015.

Sport Wales recognises that those living in socio-economic disadvantage are less likely to participate in

sport. Positive action in relation to protected equality characteristics will impact on participation amongst those living in socio-economic disadvantage.

Sport Wales understands that sport also has a role to play in the promotion and protection of Welsh Language; it is important to us that with respect to this, customers' needs are understood and met.

### 5.1: Themes for the period 2016-2020

An internal mapping and review exercise, which included learning from Equality Impact Assessments, outlined the following themes for improvement:

1. **Research and insight:** A greater understanding of the profile of sport and our elite athletes, further insight to understand customer needs and improved reliability of data.
2. **Embedding culture change for Sport Wales:** Equality Objectives reflected in all of Sport Wales' functions and greater quality assurance of Equality Impact Assessments. The governance and workforce of Sport Wales to better reflect diversity. Staff to have the skills to manage diversity.
3. **Embedding culture change for funded partners:** Improved scrutiny in relation to equality and diversity, clear expectations for partners, the sporting workforce to understand diversity and better represent the community that it serves. Sports boards to better reflect diversity, and equality is embedded into planning and monitoring processes.
4. **Customer need:** A greater focus on customer needs and satisfaction.
5. **Education and Training:** Educate the sport sector in culture and diversity awareness.
6. **Engagement:** Collaboration and involvement with organisations who represent those who share a protected characteristic

## SPORT WALES AIM 1: TELL THE COMPELLING STORY OF SPORT

### Equality objectives:

1. Understand the diverse profile of the sporting infrastructure.
2. Collate and report intelligence-based research to better understand how to reduce inequalities in regular participation in Community Sport.
3. Engage with organisations that represent those who share a protected characteristic.
4. To deliver appropriate communication highlighting Sport Wales' work and that of partners in attracting a broader range of participants.

### Success is:

1. To identify imbalances in diversity in sport through understanding the current profile of:
  - Workforce\* (Paid and volunteers)
  - Leaders in organisations
  - Sports Boards
  - Participants
  - Elite Athletes
  - Customers (Sport Wales National Centre and Plas Menai)
2. Effectively using and promoting intelligence-based research and good practice alongside the profile data to 'tell the compelling story' and therefore inform and educate delivery agencies.
3. The ability to effectively communicate progress and success instantly through appropriate mechanisms.
4. The Sport Wales Communications Strategy targets the needs of the diverse communities served by the organisation and the wider diversity of society.
5. A wider range of partners are using their communication channels to promote positive messages about sport.
6. Greater diversity of content and range of stories.

\*There will be an expectation for Sport Wales and funded partners to profile their paid staff and volunteers

### Areas for specific Positive Action (Equality Act 2010):

Race, Age, Sex, Disability

In addition we will demonstrate a commitment to action on Welsh Language and Socio-economic disadvantage

### Delivers against:

Well-being of Future Generations (Wales) Act 2015 Goals: A more equal Wales

### Contributes to:

Welsh Government Equality Objectives: Objective 2, 6 and 7 (appendix 2)

## SPORT WALES AIM 2: LEAD THE DEVELOPMENT OF SPORT IN ALL COMMUNITIES

### Equality objectives:

5. Using evidence and intelligence to develop positive action that will impact on reducing inequalities in regular participation in Community Sport.
6. Building a diverse and inclusively aware workforce within Community Sport.

### Success is:

1. Regular participants in Community Sport have the same protected characteristics as the geographical community that they come from.
2. The Community Sport workforce has the same protected characteristics as the geographical community from which the participants come from.
3. Inequalities in sporting pathways in relation to talent potential are recognised and managed, with links made to the Sport Wales Elite Strategy. LINKS TO AIM 3 (ENABLE SUCCESS ON THE INTERNATIONAL STAGE) - SUCCESS MEASURE 2
4. Established working relationships with partners best placed to impact on reducing inequalities.

### Areas for specific Positive Action:

Race, Age, Sex, Disability

In addition we will demonstrate a commitment to action on Welsh Language and Socio-economic disadvantage

### Delivers against:

**Well-being of Future Generations (Wales) Act 2015 Goals: A more equal Wales;**

A healthier Wales; A Wales of vibrant culture and thriving Welsh language

### Contributes to:

**Welsh Government Draft Equality Objectives: Objective 1; Objective 6; Objective 7** (appendix 2)

**Equality & Human Rights Commission (EHRC) Challenges: Key Challenge 7:** Eliminate violence, abuse and harassment in the community. Key challenge 1: Close attainment gaps in education (appendix 3)

## SPORT WALES AIM 3: ENABLE SUCCESS ON THE INTERNATIONAL STAGE

### Equality objectives:

7. Understanding the diverse profile of Elite Athletes, the workforce and depth of talent.
8. Establishing a High Performance System in Wales that can recognise and respond effectively to the changing needs of prioritised sports and athletes as guided by the Elite Sport Strategy.
9. Elite environments and programmes should reflect competitive requirements and are available to elite athletes with identified equality characteristics.

### Success is:

1. A profiling system is in place for Elite Athletes and the Elite Workforce. Data is shared to influence Community Sport and ensure that barriers to achieving performance potential are addressed by ensuring identified equality characteristics have been recognised and communicated to through community sport channels to take action and address inequalities.
2. Performance Pathways are accessible to all talented athletes irrespective of background, guided by the Elite Sport Strategy.
3. The Elite workforce adequately reflects the needs of the talented athletes on the performance pathway.
4. Data is used to ensure the needs of Elite athletes with identified characteristics are catered for, and barriers to achieving performance potential are addressed.

### Areas for specific Positive Action:

Race, Age, Sex, Disability

In addition we will demonstrate a commitment to action on Welsh Language and Socio-economic disadvantage

### Delivers against:

**Well-being of Future Generations (Wales) Act 2015 Goals:**

A Wales of vibrant culture and thriving welsh language

## SPORT WALES AIM 4: SETTING UP SPORT FOR SUCCESS

### Equality objectives:

10. Embed Equality and safeguarding within the infrastructure of sport in Wales, through the provision of support and challenge to our partner organisations.

### Success is:

1. Meeting minimum expectations of the Governance and Leadership Framework for Wales.
2. Equality Impact Assessments being used to inform planning.
3. Achievement in Equality Marks/Standards being recognised and rewarded.
4. Achievement in safeguarding standards being recognised and rewarded.
5. Organisational policies being in place that reflect and promote equality and safeguarding of children and young people.

### Areas for specific Positive Action:

Race, Age, Sex, Disability

In addition we will demonstrate a commitment to action on Welsh Language and Socio-economic disadvantage

### Delivers against:

#### Well-being of Future Generations (Wales) Act 2015 Goals:

A more equal Wales; A Wales of vibrant culture and thriving Welsh language

### Contributes to:

**Welsh Government Draft Equality Objectives:** Objective 1; Objective 2; Objective 4; Objective 5; (appendix 2)

**Equality & Human Rights Commission (EHRC) Challenges, Key Challenge 2:** Encouraging fair recruitment, development and reward in employment (appendix 3)

## SPORT WALES AIM 5: BUILDING A BRILLIANT ORGANISATION (INTERNAL)

### Equality objectives:

11. Create a culture in Sport Wales that recognises and responds to individuals needs

### Success is:

1. All functions understand their progress towards embedding equality into planning, reviewing and performance monitoring.
2. **Workforce Diversity:** Sport Wales understanding the profile of its staff and having a diverse, high performing workforce, including equal pay.
3. **Workplace Inclusion:** Sport Wales having a culture that encourages creativity, flexibility and fairness to enable individuals to be themselves, and to undertake their role efficiently and effectively.
4. **Sustainability and Accountability:** Processes and policies being in place that enable managers and staff to support diversity and to ensure that safeguarding standards are met.
5. **Sport Wales Facilities:** Sport Wales National Centres (Sport Wales National Centre and Plas Menai) reflect their purpose and therefore customer needs.
6. **Internal Governance:** Sport Wales Governance reflect the requirements set out in the Governance and Leadership Framework for Wales.
7. Procurement procedures fully meet the requirements of the Equality Act 2010.

### Areas for specific Positive Action:

#### Sport Wales workforce related:

Race, Age, Disability

#### For all other positive action:

Sex, Race, Age, Disability

In addition we will demonstrate a commitment to action on Welsh Language and Socio-economic disadvantage

### Data available to measure:

Staff survey; Customer surveys; Elite survey; Internal workforce profiling; Internal grievances; Customer complaints; Absenteeism; Performance issues, Equality profiling of user groups.

### Delivers against:

**Well-being of Future Generations (Wales) Act 2015 Goals: A more equal Wales;**

A Wales of vibrant culture and thriving welsh language

### Contributes to:

**Welsh Government Draft Equality Objectives:**

Objective 1; Objective 4; Objective 5; Objective 6; Objective 8 (appendix 2)

**Equality & Human Rights Commission (EHRC) Challenges, Key challenge 2:**

Encouraging fair recruitment, development and reward in employment (appendix 3)

## 6: HOW WILL WE ACHIEVE OUR OBJECTIVES?

### 6.1: Presenting our action



Fig 5: (Sport Wales Equality Action Planning)

During the period of our next Strategic Equality Plan, work will take place to embed equality and achieve ‘unconscious competence’ with respect to equality across the organisation. There is still considerable work to do to achieve this as a ‘Whole Organisation’ and therefore the decision has been taken to:

- Explicitly outline how activity in the Sport Wales Business Plan contributes to the Equality Objectives.

- Include Equality Impact Assessment Requirements within the Sport Wales Business Plan.
- Develop a separate equality annual planning template (separate to the Business Plan) to present targeted action against the Equality Objectives.

## 6.2: Monitoring:

Progress against quarterly milestones in the Equality Action Plan will be rated via a RAG rating system. Sport Wales' Leadership Team will take responsibility for reporting progress against action under the Sport Wales aim that they have responsibility for.

## 6.3: Accountability and scrutiny (Who does what?)

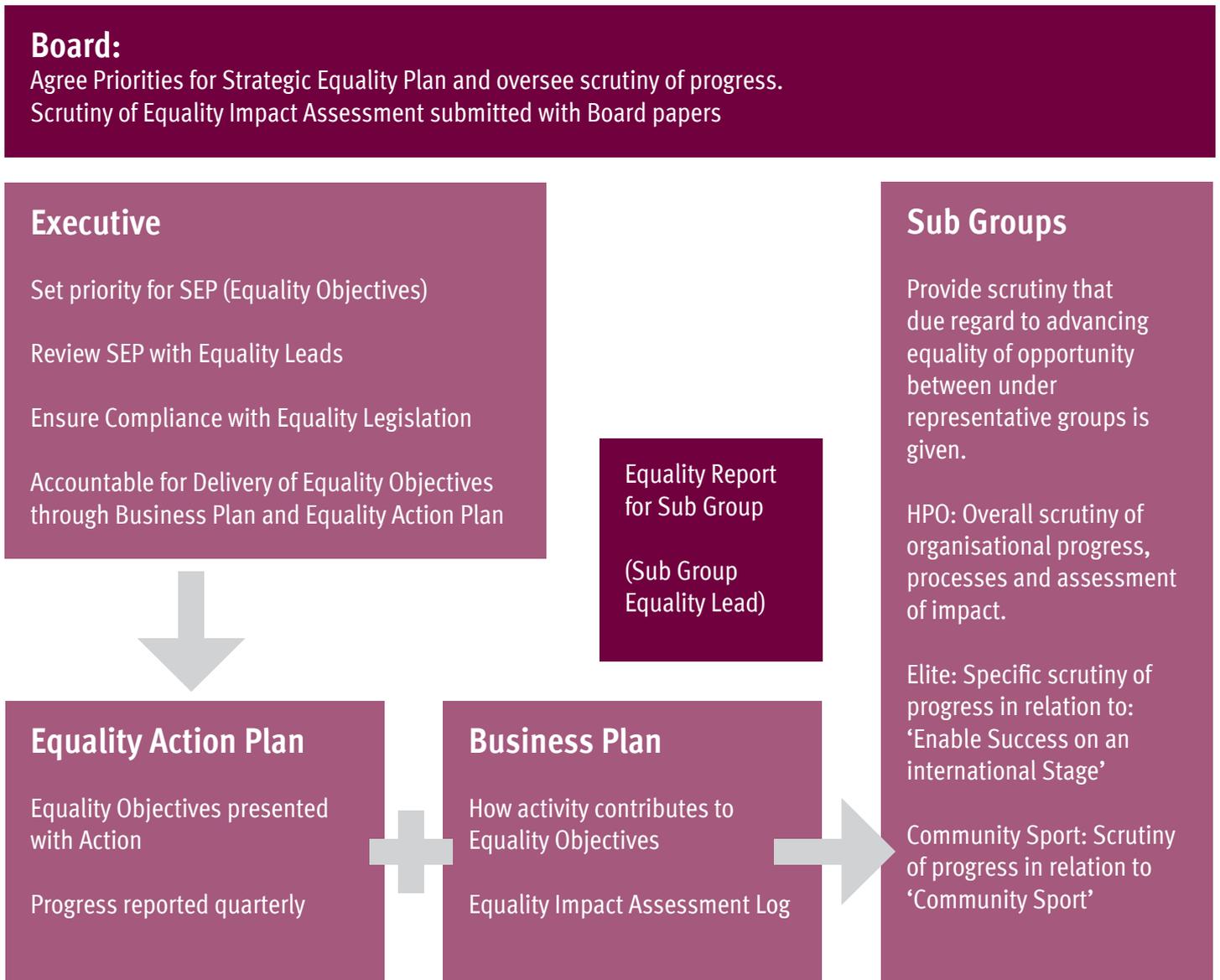
The diagram on the next page outlines accountability and scrutiny. **Sport Wales' Leadership Team** is accountable for ensuring the delivery of the Equality Action Plan, supported by **Sport Wales Corporate Equality Lead**.

**Board Sub Group Equality Leads** will report progress against the quarterly milestones to their respective **Board Sub Group**. **The HPO Sub Group (High Performing Organisation)** has overall responsibility for scrutiny and will request further explanation from the relevant **Board Sub Group** where progress is limited. **Sport Wales Corporate Equality Lead** attends this meeting and has overall responsibility for reporting progress and for providing support across all levels of the organisation.

**An annual equality report will be published each year by the 31st March**. This report will be signed off by **the HPO Group**, who will develop recommendations for **Board** to approve. **The Sport Wales Corporate Equality Lead and Equality Lead for HR will coordinate the annual report with the Leadership Team**.

### 6.3.1: Equality Impact Assessment:

Papers presented to **Board and Board Sub Groups** where required should be accompanied by an Equality Impact Assessment, both **Board and Board Sub Group** should provide scrutiny and should request further information as required. An Equality Impact Assessment log is contained within Sport Wales annual Business Plan. **The Sport Wales Leadership Team** is responsible for ensuring that this is updated. **The Sport Wales Equality Lead** will provide support and will undertake quality assurance screening.



## 6.4: Engagement and Consultation

Sport Wales understands the need to foster good relations between people who share a protected characteristic and those who do not.

Engagement is a key theme within the Strategic Equality Plan. Equality Objective 3 states 'Engage with organisations that represent those who share a protected characteristic.'

There is considerable detail in the 2016/17 Action plan in relation to this. This includes further development of our Equality and Diversity Critical Friends Group.

In terms of consultation, we will continue to utilise and develop our existing communication networks. However, as an organisation we are keen to collaborate with Equality Partners and other organisations to better access shared communication opportunities, in order to better consult with those who share a protected characteristic and those who do not.

### 6.4.1: Staff Training and awareness.

All Staff receive Equality Training and are introduced to our Strategic Equality Plan as part of the induction process. All staff were given the opportunity to shape our Strategic Equality Objectives through discussion at team meetings. A staff survey was also circulated to all staff. Equality Objective 11 relates to staff training. Any specific training needs of our Leadership Team will be recognised and supported in year one. Training for other grades will subsequently follow during years 2 and 3.

## 6.5: Transparency

Sport Wales believes that transparency drives progress. We will utilise our website to publish our Equality data, equality reporting and assessment of impact. We will communicate to our stakeholders and partners when information is uploaded.

### Equality Impact Assessment of the process

Sport Wales commissioned Diverse Cymru to conduct an independent Equality Impact Assessment of the approach we have taken to setting our Equality Objectives. This can be accessed via the Sport Wales website

#### 6.5.1: Annual Reporting

Sport Wales will produce annual Equality Reports by 31st March each year to comply with the Equality Duty reporting requirements. Employment information and information relating to pay difference will be included as part of the annual report. The Sport Wales Corporate Equality Lead and Equality Lead for HR will coordinate this with the Leadership Team.

## 7: Procurement

We aspire to ensuring that all those in receipt of Sport Wales Funding demonstrate a contribution to our Equality Objectives and commitment to equality. Procurement is a key focus under Objective 11 - 'Procurement procedures fully meet the requirements of the Equality Act 2010.'

## 8: INTRODUCING OUR EQUALITY ACTION PLAN

During the period of our next strategic Equality Plan, work will take place to embed equality and achieve ‘unconscious competence’ with respect to equality across the organisation.

### Unconscious Incompetence

You don't realise that you don't know how to do something

### Conscious Incompetence

You realise that you don't know how to do something

### Conscious Competence

You know how to do something but it takes effort

### Unconscious Competence

You know how to do something and it is second nature

Unconscious Competence Continuum Source: <http://www.mindofallan.com/2011/02/learning-process-how-we-master-any-skill/>

### 8.1: What is year one all about?

The intention for year one of the Strategic Equality Plan is to further develop ‘whole organisational engagement’. Through delivering our equality action plan for 2016/17 we will build on our knowledge and will further develop our leadership team to continue to lead change.

- The Leadership team has a thorough understanding of our progress as a whole organisation.
- The Leadership team are confident, accountable and demonstrate a level of ‘Unconscious Competence’ in relation to Equality Impact Assessment.

all of our partners to ensure that they understand how they must contribute. We will set clear expectations for partners in the future. In addition, the action plan focuses on understanding the profile of the sporting infrastructure, our customers and their needs. We will identify where there are gaps and opportunities for positive action.

In relation to our externally facing work we will communicate our Equality Objectives and work with

## 9: APPENDIX

### Appendix 1: EQUALITY DUTY REQUIREMENTS (EQUALITY ACT 2010)

#### The General Duty

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services, and that they are kept under review. This will achieve better outcomes for all.

Public bodies are required to have due regard to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act
2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
3. Foster good relations between people who share a protected characteristic and those who do not.

The general duty covers the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race – including ethnic or national origin, colour or nationality
6. Religion or belief – including lack of belief
7. Sex
8. Sexual orientation

It applies to marriage and civil partnership, but only in respect of the requirement to eliminate discrimination in employment.

The phrase ‘protected group’ is sometimes used to refer to people who share a protected characteristic.

#### Specific Duty

The Welsh regulations require:

- That information about objectives include a timescale and steps to be taken and that a ‘Strategic Equality Plan’ be prepared.
- Provision for engagement of groups involved, such as disabled people.
- Provisions about making and publishing equality impact assessments, and the collection and publication of numerous employment statistics broken down by protected characteristic.
- A requirement to have regard to equality in public procurement.

## 9: APPENDIX

### Appendix 2: WELSH GOVERNMENT EQUALITY OBJECTIVES

#### Objective 1

Put the needs, rights and contributions of people with protected characteristics at the heart of the design and delivery of all public services, in particular health and mental health services, education, housing, social services and transport. Specifically ensure support and tackle barriers to enable disabled people to enjoy their right to independent living and have voice, choice and control in their lives.

#### Objective 2

Ensure the adequate provision of high quality, accessible advice, information and advocacy services to enable people with protected characteristics to understand and exercise their rights and make informed choices.

#### Objective 3

Identify and reduce the causes of employment, skills and pay inequalities related to gender, ethnicity, age and disability including closing the attainment gaps in education and reducing the number of people not in education, employment or training (NEET).

#### Objective 4

Reduce the incidence of all forms of harassment and abuse, including (but not limited to) violence against women, hate crime, bullying, child abuse, domestic abuse, and abuse of older people.

#### Objective 5

Deliver a more diverse pool of decision makers in public life and public appointments by identifying and addressing barriers to engagement and participation for people from diverse backgrounds.

#### Objective 6

Strengthen community cohesion by fostering good relations, inclusion, mutual respect and understanding within and between communities across Wales.

#### Objective 7

Reduce poverty, mitigate the impacts of poverty and improve living conditions for those groups most at risk of living in low income households, particularly disabled people, lone parents, certain ethnic minority groups, and families with disabled children.

#### Objective 8 – Internal WG HR objective

Welsh Government will aim to be an exemplar in the Equality, Diversity and Inclusion agenda by 2020.

## 9: APPENDIX

### Appendix 3: EQUALITY AND HUMAN RIGHTS COMMISSION KEY CHALLENGES

- 1 Close attainment gaps in education.
- 2 Encourage fair recruitment, development and reward in employment.
- 3 Improve living conditions in cohesive communities.
- 4 Increase access to justice and encourage democratic participation.
- 5 Improve access to mental health services and support to people experiencing poor mental health.
- 6 Prevent abuse, neglect and ill treatment in care and detention.
- 7 Eliminate violence, abuse and harassment in the community.

### Contact Details

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