



EQUALITY ACTION PLAN 2006-2010

MID-PLAN REVIEW 2008

BRITISH ROWING

Equality Action Plan 2006-2010 Mid-Plan Review 2008

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1. INTRODUCTION

British Rowing (previously the Amateur Rowing Association) developed and implemented its first Equality Action Plan in 2003. In November 2004 'The Equality Standards: A Framework for Sport' was launched and British Rowing published its 2006-2010 Equality Action Plan or 'The Plan'. The Foundation Level of these 'Standards' was achieved in April 2006 and British Rowing is now working towards the 'Preliminary Level' to ensure rowing maintains high standards of equality.

The Standards state that the principle underlying the Preliminary Level is;

'Your organisation is clear about what it needs to do to achieve equality'.

This mid-term review of The Plan, aims to establish what British Rowing needs to do to achieve the Preliminary Standard, review its equality policies and procedures, and determine whether any new actions are required.

The mid-term review has used the following methods to establish what, if any new, actions are required:

- Revisit 'The Plan' and revise where appropriate
- Review the 2006 goals and milestones and add two additional goals and a conclusion in order to improve our progress
- Benchmark British Rowing's progress against the original aims of The Plan
- Undertake fresh membership, workforce and World Class Start audit reports to review against the 2005 audit reports
- Establish enhanced staff and senior volunteer equality training through creation of a Training Needs Analysis document and Equality Training Strategy
- Highlight and promote areas of good practice
- Review ways of increasing awareness of equality issues and how obstacles may be overcome
- Establish the key challenges facing British Rowing as the National Governing Body in trying to change people's perceptions of the sport of rowing and make it more accessible to all

Sport Structures, a sports management consultancy, conducted an audit of British Rowing membership and the staff in March 2005. The re-audits carried out in 2008 also include senior volunteers, who are a majority of the overall 'workforce' and a new audit of the World Class Start athletes. The results of these audits can be obtained upon request from Jacqui Close at jacqui.close@britishrowing.org.

2. VISION

One of the initial findings of the research carried out by TNS Sport was that many of the perceived barriers to participation are socio-economic and geographic (see below). The vision has been revised in the light of these findings as follows:

Increased participation at all levels (rowing, coaching, officiating, administration at grass roots and high performance) in rowing by under represented groups including socio-economic and geographic groups.

Under represented groups are those deemed to have a lower than average national representation in the sport of rowing. This varies enormously from region to region due to factors such as the geography of an area or the perception of the sport

3. GOALS AND OBJECTIVES

A number of core goals and associated objectives were developed in The Plan in 2006, their progress has been reviewed with two additional goals added in recognition of the progress made:

Goal 1 – to improve research into under represented groups in rowing.

(Objective 1 in The Plan: see appendix)

Improved data capture from online forms has produced more accurate data in the membership audit report. The previous paper questionnaire had elicited a 10% response, the on-line version is now returning a 69% response. However, the relatively low numbers giving information still make it difficult to produce a meaningful analysis. We will continue to monitor target groups in relation to specifically targeted programmes.

TNS Sport a market research company are currently carrying out detailed research in the form of focus groups and wider qualitative and quantitative research with members of the public and members of British Rowing. This research is specifically looking at the perceptions of the sport of rowing and what barriers there are to people taking up the sport. This is being supported through the BOA FTSE100 programme, which has enabled British Rowing to link up with a company offering support into marketing and promotion to underpin increased participation. We are currently in phase 1 of the work which is to conduct extensive research into people's attitudes to rowing, and seek to identify the barriers to participation in groups that would not traditionally have been attracted to rowing. Phase 2 will be working with our FTSE100 partner, using this research to inform and develop a marketing and branding campaign. The results of this study will also underpin British Rowing's Whole Sport Plan for 2009-2013.

The CDO Minority Group Reporting Form (see appendix) shows significant work is being done to engage under represented groups in the sport across

England. It is evident from these projects that the Player Pathways are fully inclusive. More information on this area is in 'Goal 2' below.

Goal 2 – to develop, implement and share equality good practice in rowing

(Objectives 2, 3, 4 and 5 in The Plan: see appendix)

A number of good practice projects were shown in The Plan's 2006 version, an updated '2008' version of this can be found in the CDO Minority Group Reporting Form in the appendix. This form clearly shows that British Rowing has continued to develop and build on its equality projects from 2006 in geographically diverse and innovative way. Examples of this sort are regularly used to promote good practice in British Rowing's magazine, 'Rowing and Regatta', and on the website, and illustrate the variety of work being undertaken with minority groups at numerous local clubs.

The World Class Start programme was specifically set up to identify talented individuals in schools and educational institutions who would not normally have had the chance to get involved with rowing. The programme has been the subject of a lot of press coverage in both rowing and wider sporting circles due to its success. This has been good for the sport highlighting the wide geographical spread of WCS team test athletes.

The programme targets children from traditionally 'non-rowing' cities and towns, such as Salford in Greater Manchester, who are then given the support and opportunity they need to become Olympic athletes by creating player pathways with equal opportunities to individuals with the potential to perform at the highest level. The WCS audit highlights the programmes' diversity further: nearly 10% of its makeup is from an ethnic minority and there is an almost equal 50/50 split between male and female athletes. Both of these figures are higher than those on the overall membership database for British Rowing confirming that equality is embedded within the WCS programme.

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

(Objective 6 in The Plan: see appendix)

The review of The Plan highlighted that the 5 stage training plan for equality was overcomplicated. A new action plan was initiated to create a Training Needs Analysis (TNA) for Equality and an Equality Training Strategy was agreed. The TNA was sent to all staff and senior volunteers with and line managers of staff will review these needs on a one to one basis as part of annual performance reviews. Line managers and staff can then decide the appropriate level of equality training using the Equality Training Strategy as a template. There are plans to roll out the Equality Training Strategy to clubs and highlighting the appropriate level of training for club officers and coaches.

Building on the findings from the market research survey and also looking at the makeup of the membership and its programmes British Rowing should be

well placed to stay 'ahead of the game' in identifying and tackling issues of equality before they become a problem and be able to build in strategies to the Whole Sport Plan that will address any problem areas.

Goal 4 – to raise awareness of equality in rowing

(Objective 6 in The Plan: see appendix)

It is vital to the successful implementation of The Plan and for the achievement of the equality standard that British Rowing raises awareness, both internally and externally of equal opportunities in rowing. British Rowing will encourage staff and members at every level; club, regional, national and international, to include equality issues as an integral item of their agendas.

By promoting good practice (via the magazine, website etc.) and challenging perceptions of rowing nationally through the results of the market research project British Rowing is investing in equal opportunities. British Rowing is also working with partner organisations such as the EFDS, PBritish Rowingsport, Sporting Equals and the Women's Sport and Fitness Foundation to raise its status as an equitable Governing Body.

The first Adaptive Rowing Conference, held in October 2007, brought together people from varied backgrounds and experiences to help further the progress of rowing for the disabled. Adaptive rowing will be the newest PBritish Rowinglympic Sport in Beijing this year and will showcase the sport in a positive light. The Great Britain adaptive rowing team are great role models for the British public and especially anyone with a disability which we hope will encourage participation at grass roots level.

British Rowing has built a completely new website, which has been designed to conform to the Website Accessibility Initiative (WAI) Level 2.

Promoting the work of the WCS programme (see Goal 2 for more information) highlights further the diversity within the 'High Performance' side of British Rowing.

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

(Objective 7 in The Plan: see appendix)

The formation of an Equality Action Group (EAG) shows that British Rowing is committed in the long term to seeing Equality as an integral part of rowing, at a national and international level, in both paid and volunteer sectors of the workforce. The Group is chaired by the Deputy Chairman with responsibility for equity.

The introduction of a number of new positions within the workforce (see Goal 6 for more information) to embed equality into the sport has left a legacy at local level through the projects highlighted in the CDO Minority Reporting form, a number of which were undertaken by these paid staff.

ADDITIONAL GOALS FOR 2008

Goal 6 – to commit through the provision of resources to the Equality Action Plan

(Objective 7 in The Plan: see appendix)

Key funding has been obtained from the National Sports Foundation (NSF) and Sport England (SE) to provide resources aimed at promoting under represented groups. The key resource provided has been staff, in particular:

- The ‘Club and Coach’ Program funded by SE has provided the opportunity to employ a mixture of full and part time coaching positions. These coaches are to be placed at rowing clubs throughout England to help with various minority groups ranging from BEM, disabled and female participation. A ‘National Adaptive Development Officer’, whose role is to increase the participation in adaptive rowing at grass roots level has also been funded through this program.
- NSF funding is being used to help strengthen British Rowing’s links with partner organisations. It will fund three full time positions to promote indoor rowing, one of which will be utilised by the EFDS to work in IFI Gyms to promote Adaptive rowing.

During the last year British Rowing has committed national funding for full and part time positions and secured regional funding for several positions to work in the community with under represented groups. These include;

- ◆ Henley Stewards’ Charitable Trust Coach (HSCT) in Oundle & Ely
- ◆ HSCT in Burton
- ◆ HSCT in Liverpool
- ◆ 2 CSC’s in London
- ◆ CSC and HSCT in Birmingham

British Rowing is currently working with manufacturers of rowing machines to help create adaptive equipment. There is currently only one manufacturer on the making these adapted resources.

As previously outlined in ‘Goal 1’, British Rowing has shown its commitment to equality and making the sport accessible to all by prioritising the new market research and marketing project.

In ‘The Plan: ‘Year 3’’ (see appendix) there is a sepBritish Rowingte column detailing resources allocated to each objective and this is largely the time input of staff and volunteers.

British Rowing has brought its coach education in line with the United Kingdom Coaching Certificate (UKCC). This has changed the way the coaching certificates are both delivered and assessed and has lead to new courses being written. Courses now contain a substantial element of

mentoring, which is particularly supportive to coaches who do not come from a traditional rowing background. Equality has been embedded in both the course content and the way the courses are delivered and assessed.

It has been possible to show the split of 'Performance Grants' between the GB Olympic and PBritish Rowinglympic Teams further highlighting equality within High Performance in British Rowing. The results of this can be seen in the Membership Database (upon request from Jacqui Close at jacqui.close@British Rowing-rowing.org). The statistics show the distribution of grants between the sexes in the Olympic Team is reflective of the relative size of the team (there are more men than women's places due to boat categories). Within the PBritish Rowinglympic Team there is an even split of grants for both men and women as there is an equal number of men's and women's places on the team.

Goal 7 – communication – the key to success

(Objectives 5 & 6 in The Plan: see appendix)

Communication is pBritish Rowingmount to ensuring that The Plan succeeds in being embedded into all aspects of British Rowing. In order to achieve this, a number of partners have been consulted for their knowledge and expertise of equality issues. A summarised version of The Plan detailing the current years' plan with a brief overview has been produced to help disseminate the message

We have concluded that the 'Year 4' goals and milestones, written in 2006, are no longer applicable. Many of these have been achieved or revised. The EAG will rework the 'Year 4' plan building on the achievements of the first 3-6 months of 'Year 3' with 'real time' goals and milestones.

British Rowing magazine and website will continue to show where and how the sport of rowing has succeeded in breaking down barriers to under represented groups. The importance of communicating this message cannot be overestimated. British Rowing has recently appointed a Communications Officer whose remit includes ensuring that good practice and equity are featured through British Rowing's website and publications, both printed and on-line.

As mentioned in 'goal 4' the website has been re-designed to improve accessibility and help communication to all groups

Having consulted partner organisations, a detailed 12 month plan has been created, this shows how The Plan will be implemented in 'Year 3' and provides an effective, working document. It focuses on the short to medium term aims and goals and will be more 'used-friendly' for the staff and volunteers tasked with the delivering the Plan. This can be seen in the appendix.

As with all of British Rowing's policies and documents, The Plan will be available on the website and the Association's Equity Policy is published annually in the British Rowing Almanack. This publication is circulated to all

British Rowing registered rowing clubs and all staff members as well as being available for sale to volunteers and members of British Rowing.

Upon accreditation of the Preliminary Level from UK Sport there will be an article in British Rowing magazine detailing what the 'Standard' is and how it has been achieved.

4. CONCLUSIONS – ADDITION FOR 2008

At this half-way point in The Plan British Rowing has put in place a range of practices and procedures to ensure equality is embedded within the consciousness of the organisation. British Rowing has underlined its commitment to equality by achieving the 'Foundation' level of the Equality Standards and now striving to achieve the next level the 'Preliminary Level'.

The figures from the audits show no outstanding findings, other than a slight increase in the ethnic diversity of the membership. However, with ongoing research, press from the forthcoming Olympics and Paralympics, and the advertising of good practice from national sources, British Rowing hopes to challenge people's perceptions of rowing and make it more inviting and interesting to new sectors of the community.

BRITISH ROWING is willing to acknowledge that there are still some barriers to progress in achieving Equality but we are committed to working with partners and our members to overcome these and promote best practice where equality is concerned.

Whilst British Rowing has more than doubled its workforce over the past 5 years the vast majority of coaching and work in our clubs in England is done by volunteers. Although this shows depth to the sport it can also limit the number of projects that can be initiated. We will continue to look for ways to overcome this and continue to seek funding for full and part time positions working in the community and in the development of the sport.

5. EQUALITY STANDARD

The actions required to achieve the UK Sport Equality Standard: Preliminary Level, have been built into The Plan. Additional reports mentioned in this document are available upon request from Jacqui Close, National Adaptive Development Officer at jacqui.close@British Rowing-rowing.org .

6. CONSULTATION

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

INTERNALLY

Chairman
Foundation
National Manager
International Manager
Deputy Chairman
Executive Board
CDO Team
World Class Start Manager
National Adaptive Development Officer
Education Team

EXTERNALLY

Women's Sport and Fitness

Sporting Equals

The Draft Equality Action Plan was sent to internal and external partners. A number of responses were received and their comments have been built into The Plan.

7. MONITORING AND EVALUATION

A number of monitoring and evaluation processes need to be put into place to ensure that this plan is effectively implemented as a working document 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 (British Rowing Chairman) Rosemary Napp (British Rowing National Manager)
Ongoing monitoring and evaluation of plan progress	Annamarie Phelps (Deputy Chairman)
Implementation progress	Equality Action Group
Quarterly report to senior staff and British Rowing Executive	Rosemary Napp
Annual reporting	Rosemary Napp

All staff have a responsibility for implementation of the equality action plan and it will be built into all work programmes. These will be monitored in line with British Rowing's staff performance review process.

APPENDIX 1 THE PLAN:
REVIEW OF THE PLAN (APRIL 2006 - MARCH 2008)

Objectives	Year 1 and 2 Milestones (April'06-March '08)	Report on Years 1 and 2 Milestones
<p>1. Identify the demographic make up of British Rowing membership, professional staff and senior volunteers</p>	<p>1. To have a clear idea of the demographics of those involved in the sport of rowing</p> <p>2. To have collated and analysed demographic data from online membership returns, staff and senior volunteer surveys</p> <p>3. To have analysed the data and produced a report on which to base subsequent work and develop good practice.</p> <p>4. To develop a more effective monitoring form and explanation to encourage more members to fill in when subscribing or renewing membership</p> <p>5. To have piloted a compulsory check box on online membership forms</p>	<p>1. Since 2006 over 67% of members sign up or renew online in comparison to 10% pre.2006. This has allowed us to track our membership and its demographics much more precisely to aid the further inclusion of under represented groups.</p> <p>2. & 3. The data collated in 2006 was from a small sample due to the % of members signing up/renewing online, this has meant that in 2008 with the increase in online sign up we have been able to collate and analyse this increased number resulting in more precise data (see membership audit report). A workforce and senior volunteer audit has also been undertaken for the first time in 2008 (see workforce audit).</p> <p>4. Since 2006 online membership sign up has been available which has proven successful (from 10% to 67% sign up). Plans to review the sign up form and include categories for sexual orientation and religious belief are on target for March 2009.</p> <p>5. Since 2006 the online form has had compulsory check boxes with the option 'Do not wish to disclose'. This option has been used by many who have decided not to disclose their ethnic group (see membership audit).</p>

Objectives	Year 1 and 2 Milestones (April'06-March '08)	Report on Years 1 and 2 Milestones
2. Promote equality of opportunities for young people through Project Oarsome, NJRP, World Class Start (WCS) and Potential Programs.	1. Targets to link into overall PO and WCS and Potential work.	1. <i>Increased opportunities through WCS and 'Sporting Giant's' programs going into all areas of the community and their schools. Possibility of fast-tracking youngsters with the right anthropometrics.</i>
3. Promote opportunities for people with disabilities within adaptive rowing	1. To link into overall Adaptive Rowing work lead by Simon Goodey	1. <i>Adaptive rowing given boost with the introduction of new positions within the workforce since 2006 to aid the participation at both grass roots and high performance levels. First 'Adaptive Rowing' conference held in 2007 with over 80 delegates. UKCC L1 and L2 Indoor Rowing including an adaptive module. New position to be created in 2008 to work with the EFDS, IFI and Gym's to provide a high quality of service through the delivery of the sport and promotion good practice. A member of the office staff tasked with being the adaptive link to feed back information to the office staff and handle calls regarding adaptive rowing. See CDO Minority Group Reporting Form. Advertising jobs on the EFDS website. Job adverts to show images from under represented groups taking part (coaching/rowing) in the sport</i>
4. Promote opportunities for women within coaching, administrating and officiating in rowing	1. Examples of good practice/ case studies have been identified and promoted	1. <i>See CDO Minority Group Reporting Form for evidence of increased opportunities within rowing. Development of WCS opened up job opportunities more inline with a 'normal' working hours. High % of female employees, see workforce audit (60% professional staff, 42% coaching staff) and also female tutors and assessors.</i>
5. Create, develop and share equality good practice at a regional and local level	1. 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)	1. <i>Good practice shared through a variety of outlets such as the internet – BRITISH ROWING, EFDS and Parasport websites, BRITISH ROWING magazine, regional and national conferences. Links with partner organizations such as EFDS, IFI, WSFF, Sporting Equals, Stonewall, UK Sport, and YST helping to keep British Rowing up to date with national initiatives, training the sharing of good practice. See CDO Minority Group Reporting Form for cases of work within minority groups at a local level.</i>
6. To ensure all who are involved in rowing have an understanding of sports equity	1. To have produced and identified resources to implement British Rowing 5 stage equality training programme	1. & 2. <i>The 5 stage equality plan has been simplified with a new equality training strategy in place and the plan to roll this out at a 'club' level in the future.</i>

Objectives	Year 1 and 2 Milestones (April'06-March '08)	Report on Years 1 and 2 Milestones
	<p>2. The implementation of stages 1, 2 and 3 of the 5 stage equality training programme to priority staff and senior volunteers</p> <p>3. For the equality policy and action to have been made available for review, comment and development, with ongoing reviews engaging volunteers, partner organizations and local communities.</p>	<p><i>An equality training needs analysis was sent to all staff and senior volunteers to gather knowledge and information on equality specific matters and plan role specific training from this. Equality training is a pre-requisite to joining British Rowing's coaching team and further training is included in the induction process.</i></p> <p><i>3. Equality policy made public on website and hard copied sent to senior volunteers, changes made from comments received. Partner organisations consulted in decision making process of BRITISH ROWING plans Mid Plan Review to be sent to partner organisations such as Parasport, EFDS, Sporting Equals, Women's Sport and Fitness Foundation, Stonewall for comments and improvements.</i></p>
<p>7. To set accountability for sports equity at the highest level in British Rowing</p>	<p>1. To have developed a management framework to support the ongoing development, implementation and monitoring of the Equality Action Plan</p> <p>2. Ongoing review of all policies and procedures to ensure they reflect equality good practice</p>	<p><i>1. Equality Advisory Group set up in 2008 to support, develop and review the action plan.</i></p> <p><i>2. Ongoing review of all policies and procedures ensuring equality and good practice at all levels within the sport and company</i></p>

**APPENDIX 2 THE PLAN:
'YEAR 3' (APRIL 2008-MARCH 2009)**

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
1. Identify the demographic make up of British Rowing membership, professional staff and senior volunteers	<ul style="list-style-type: none"> - Use the demographic data from the 2008 membership and workforce audit reports to help understand the barriers to becoming involved with British Rowing and look at ways of resolving these issues where possible. - Use the market research data to look at ways of positively challenging perceptions of both the sport of rowing and British Rowing in order to become perceived as a sport for all. - To review online membership form; to include sexual orientation and religious belief questions. 	<ul style="list-style-type: none"> • Circulate findings of the membership and workforce audits and the market research company • Use data from the findings of the reports and research to find new ways of targeting minority groups that are under represented in the sport • Collation of annual demographic data from OARA to track new members from under represented groups • Revised form to be produced 	08 Oct	National Manager	Knowledge basis increased	Staff time
			08 Dec	Programme Managers	Demographic data collected	Staff time Consultant time
			March 09	IT Project Manager	Data collated	Staff time
			March 09	IT Project Manager	Revised form produced	Staff time
2. Promote equality of opportunities for young people through Project Oarsome and the NJRP and through the World Class Start and Potential programs	<ul style="list-style-type: none"> - WCS/Potential/Club programmes going into areas where rowing is rare or unheard of to provide opportunities to youngsters - Increased diversity of young people in the sport 	<ul style="list-style-type: none"> • Increased number of role models from under represented groups e.g. ethnic minority and social backgrounds • Promotion of the sport outside of 'rowing-only' circles leading to increased profile of rowing and participation and knowledge 	Ongoing	Y&C Manager, WCS Manager,	Increased numbers from under represented groups	Staff and volunteer time
			Ongoing	R&R Editor, NADO		Staff time and financial - Consultant time to produce marketing plan and brand image
3. Promote opportunities for people with	-Adaptive rowing given more publicity through the Paralympics in September	<ul style="list-style-type: none"> • Publicity of the Paralympics through website and the magazine 	Ongoing	NADO	Increased numbers	Staff time and financial - promotion

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
disabilities within adaptive rowing	08 and British Rowing's coverage of this on the website and magazine -Adaptive club development at grass roots with 1-3 existing clubs setting up a new adaptive section Job adverts to include pictures of under represented groups including the disabled taking part as coach or participant.	<ul style="list-style-type: none"> • Tap into general media publicity around the Paralympics • Rowing clubs being given support to help set up adaptive sections and embed this within their club development strategy • Create a bank of photographs that are to be used on job adverts using pictures from under represented groups 	Ongoing	Comms Officer		
			Ongoing	NADO/CDOs Facilities consultant	New adaptive sections within rowing clubs	Financial & staff - to aid clubs in submitting funding applications for resources
			Ongoing	NADO & R&R Editor	Photographs on file	Financial - photographs
4. Promote opportunities for women within coaching, administrating and officiating in rowing	- Examples of good practice and case studies of female coaches/officials identified and promoted -Regions that show lower than average participation from women to be given help to identify 'why' and positively promote the sport through the media and specific courses being run -Aim to encourage more female coaches especially at the elite level	<ul style="list-style-type: none"> • CDO's to identify and share good practice examples and case studies • Publish good practice case studies and 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 demographic information regionally • Identify 'why' some areas have a lower than average female participation - aim to actively help change this 	Ongoing	CDO's	Case studies of good practice publicised	Staff time and financial-publicity
			Ongoing	R&R Editor Website Editor	Case studies publicised	Financial-publicity
			Mar 09	Y&C Manager CDO's	Funding identified for good practice	Staff to help identify funding streams
			Mar 09	Technical Coordinator CDO's	Discovered why some areas have low participation by women	Staff time
		Develop a coach mentoring system for talented female coaches to support their development	Mar 09	Technical committee	Female coaches mentored	Staff time

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
5. Create, develop and share equality 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 under represented groups - highlighted through the audit and market research data)	<ul style="list-style-type: none"> • CDO's and Regional rowing committee's to identify and share good practice projects 	Ongoing	CDO's, Programme Managers	Additional good practice projects	Staff time
		<ul style="list-style-type: none"> • Good practice projects to address barriers to participation for under represented groups 	Ongoing	All	Full good practice lists collated and circulated.	Staff time and financial support for projects to secure funding
		<ul style="list-style-type: none"> • Magazine to gather further good practice examples 	Ongoing	R&R Editor	Articles produced, case studies published.	Staff and volunteer time
		<ul style="list-style-type: none"> • CDO's and Regional rowing committee's to work with their regions to collate full good practice lists for circulation 	Ongoing	CDO's, Regional Committees	Regional and local good practice	
		<ul style="list-style-type: none"> • Staff groups to work to identify good practice 	Ongoing	CDO's, Managers.	Good practice identified	Staff and volunteer time
		<ul style="list-style-type: none"> • Publish good practice case studies (only following permission of those involved) on website and within regatta magazine 	Ongoing	R&R Editor Website	Good practice publicised	
		<ul style="list-style-type: none"> • Ensure ongoing regional good practice is reflective of the population in which it is operating 	Ongoing	Y&C Manager	Consultation process identified at local and regional level.	Staff time
		<ul style="list-style-type: none"> • Identify funding for the development and implementation of further good practice projects in line with audit outcomes, focussing on people from ethnic minority communities 	Ongoing	BRITISH ROWING Staff, Officers & Committee chairmen	Good practice identified and circulated	
		<ul style="list-style-type: none"> • Ensure full consultation with local community 	Ongoing	All Staff		Staff and volunteer time
		<ul style="list-style-type: none"> • Develop good practice within administration, management, coaching & officiating of rowing 	Ongoing	All Staff	Increased efficiency	Staff time - embed good practice at all levels

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
6. To ensure all who are involved in rowing have an understanding of sports equity	<p>- To have had all staff and senior volunteers' equality training needs identified following the equality TNA – updated every year</p> <p>-Equality training days for staff and senior volunteers planned following review with their line manager</p> <p>-Equality training strategy for staff and senior volunteers circulated and updates of what training required known</p> <p>-‘Club’ Equality training strategy to merge with Safeguarding Children and Vulnerable Adults and Water Safety training strategies. Circulated to all clubs with information of where to receive training updates and when, specific to job role.</p> <p>- For the equality policy and mid plan review of the action plan to have been made available for review, comment and development. Once finalised to be available on website and sent out to partner organisations and the workforce</p> <p>-Create a ‘summarised’ version of the action plan highlighting the key points. This is to be available to all</p>	<ul style="list-style-type: none"> To fill in Equality TNA yearly 	March 09	Line Managers	Training needs analysis carried out through performance review	Staff time
		<ul style="list-style-type: none"> Deliver equality training for those who require it following review of TNA 	Ongoing	Line Managers	Training delivered	Staff time and financial
		<ul style="list-style-type: none"> Equality training strategy circulates to all staff and senior volunteers 	May 08	Line Managers Executive Chairman	Strategy circulated	Staff and volunteer time
		<ul style="list-style-type: none"> Club training strategy developed and circulated to all clubs 	March 09	BRITISH ROWING Office	Strategy circulated	Staff time and financial (posting/printing costs)
		<ul style="list-style-type: none"> Dedicate time for discussion at executive meetings to the progress of the equality action plan 	Ongoing	Executive Chairman	Discussion at meetings	Staff and volunteer time
		<ul style="list-style-type: none"> Publicise BRITISH ROWING commitment to Equality – link to Equality Standards work 	May 08	National Managers, Deputy Chairman. NADO	Publicised equality work	Staff time
		<ul style="list-style-type: none"> Create ‘summarised’ equality action plan 	April 08	Deputy Chairman NADO	Plan created and circulated	Staff time
		<ul style="list-style-type: none"> Press release circulated 				Staff time

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
	- Improved communication within British Rowing on equality issues	<ul style="list-style-type: none"> • 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 under represented group • Publish the equality policy in the British Rowing Almanac and staff handbook • Publish and update the equality 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, WSFF & EFDS for comment and feedback • Gather positive images of participation (rowing, coaching, officiating, administrating) in the sport • Utilise the website, regatta magazine, BRITISH ROWING communications and club mailings for the dissemination of equality in rowing updates 	<p>June 08</p> <p>Ongoing</p> <p>June 08</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 08</p> <p>Ongoing</p> <p>Ongoing</p>	<p>BRITISH ROWING Office</p> <p>BRITISH ROWING Office</p> <p>Website Editor</p> <p>Y&C Manager</p> <p>NADO</p> <p>NADO</p> <p>BRITISH ROWING Office</p> <p>R&R Editor / website editor</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>	<p>Staff time</p> <p>Staff time and financial - printing</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p>

Objectives	Year Three Milestone	Action	Completion date	Responsibility	KPI	Resources
7. To set accountability for sports equity at the highest level in British Rowing	<ul style="list-style-type: none"> - To use the Equality Advisory Group to help support the implementation of the action plan and monitor it's progress - To review all policies and procedures to ensure they reflect equality good practice, including building on HR work on job adverts etc 	<ul style="list-style-type: none"> • Allocate responsibility for the implementation of the equality action plan at staff and board level • Develop equality objectives within all staff work programmes • Approve the action plan at board meeting • 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 • Continually review human resource policies to ensure they reflect equality good practice and up to date legislation 	Dec 08	Chairman and Deputy Chairman	Responsibilities allocated	Staff and volunteer time
			Dec 08	All managers	Equality embedded in staff work programmes	Staff time
			Dec 08	Exec Board	Action plan approved	Staff and volunteer time
			Ongoing	EAG	Regular reports to board/ staff & members	Staff time
			Mar 09	Chairman & Deputy Chairman	Evidence submitted	Staff and volunteer time
			Ongoing	All managers	HR policies reflect good practice	Staff time

APPENDIX 3 CDO MINORITY GROUP REPORTING FORM

Where	Groups Engaged	Information
Oundle R.C.	Adaptive participants	School - club links
Guildford	Adaptive participants	Linked with GB team, in process of setting up an adaptive program based on participation
London Youth Rowing	Adaptive participants	CSC's in place to help with program
Tees	Adaptive participants	Adaptive members fully integrated in club
Ely R.C.	Adaptive participants	School - club links
Cambridge	Adaptive participants	School - club links
Birmingham	Adaptive participants	Indoor rowing programme for Adaptive youngsters
Peterborough	Adaptive participants	School - club links
Kent	Adaptive participants	School - club links with the formation of 'Kent Adaptive Rowing Group' to help set up and promote the sport
Lea R.C.	Orthodox Jewish programme	Programme run specifically for Orthodox Jews
Lea R.C	BEM participation	School - club links
Bradford	BEM participation	School - club links
Doncaster	BEM participation	School - club links
Nottingham	Young girls	Single sex sessions at school to increase participation
Hexham	Women	Learn to Row courses targeted at women
Leeds	Women	Learn to Row courses targeted at women
Nottingham	Older Participants	Special outing times at mid day to cater for non-competitive older participants
Putney Town	Older participants	Learn to Row courses targeted at older people

Appendix 4

Glossary of terms

BRITISH ROWING	- Amateur Rowing Association
BEM	- Black and Ethnic Minority
CDO	- Coaching Development Officer
DDA	- Disability Discrimination Act
EFDS	- English Federation for Disability Sport
YST	- Youth Sport Trust
KPI	- Key Performance Indicator
WSFF	- Women's Sport and Fitness Foundation
CSC	- Community Sports Coach
IFI	- Inclusive Fitness Initiative
Y&C	- Youth and Community
R&R	- Rowing and Regatta (magazine)
NADO	- National Adaptive Development Officer
TNA	- Training Needs Analysis
BOA	- British Olympic Association
WCS	- World Class Start
GB	- Great Britain
WAI	- Website Accessibility Initiative
FTSE	- Financial Times Stock Exchange

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 equality is achieved.

Equity - In its simplest sense, 'fairness'; the process of allocating (or reallocating) resources and entitlements, including power, fairly and without discrimination. It includes fairness in opportunity and the upholding of individual human rights through social justice.