



Equality Action Plan 2007 - 2010

Contents

1. Introduction.....	3
2. Review	4
3. Issues and Barriers.....	4
4. Vision.....	7
5. Goals and Objectives	9
6. Action Plan	11
Overview Implementation Plan.....	11
Year 1 Implementation Plan.....	13
7. Equality Standard.....	19
8. Consultation	19
9. Communication	19
10. Monitoring and Evaluation	19
Glossary.....	21

1. Introduction

England Squash (ES) developed and implemented its first equality action plan in 2003 during work towards the Racial Equality Standards. In 2005 it was seen as timely to review and update this in line with the new Equality Standard and it was necessary to build on the work done and the examples of good practice already underway. The 2005 equality action plan underwent a review in 2007 which is reflected in this document. The ES equality action plan is designed as a rolling plan which is reviewed and updated annually. Due to a number of key staff changes at ES the first annual review took place 18 months after the 2005 plan was approved and published.

Equality is central to the ES Whole Sport Plan objectives and strategic aims. The ES Whole Sport Plan (2005 to 2009) is centred around the ES National Coaching Scheme and all that operates under its umbrella. The National Coaching Scheme has five stages within it and key aspects within these stages are, Club Development (the Club Charter), Coach Education and Development (UKCC) and Competition. Volunteers are also at the centre of all stages as they form the life blood of the sport.

Club Development

A priority for ES is to gradually increase the number of Charter Clubs in England and coupled with this, the number of satellite leisure centres and schools attached to them. All Charter Clubs must operate following ES equality guidelines, must ensure the volunteers are trained in this area and must operate open and fair volunteer recruitment policies. ES will only promote and endorse Charter Clubs within the wider sporting community to ensure that all the clubs used and promoted are fully equitable and compliant in child protection standards. It is through Charter Clubs and County Associations that ES are able to best support the volunteer network, so again equality is central to this process.

Coach Education and Development (UKCC)

ES operate a robust coach education programme, and have been identified as a trail blazer within the UKCC framework, which is fully compliant with equitable practice. ES also operate a coach licensing scheme which is there to set standards. As part of this scheme coaches must attend equality training to obtain the higher level of licence. ES will only employ licensed coaches.

Competition

ES run a varied competition programme and also support entry level competitions that operate within respective counties. By using Chartered Clubs for activities such as the ES Area Academy programme, which operates regionally, ES can ensure that only clubs that implement the equality guidelines are used. Moving forward, this will become more apparent for all events, as ES now have a network of over 185 Charter Clubs; it is now feasible to only use Charter Clubs for sanctioned events as well.

Finally, within the ES Whole Sport Plan, ethics (incorporating equality) is highlighted under the corporate objectives, highlighting its central position in policy.

ES membership was audited by Sport Structures Ltd in April/ May 2005 through the website and through the magazine circulation. 407 responses were received which is approximately 1% of the membership. Whilst not statistically significant this information does give some indication of the demographics and under represented groups within the membership; therefore much of the information produced in this report and within the action plan is based both on the results and analysis of that audit and also information provided by ES and discussions held with relevant staff. The membership audit was followed up with a staff, coach and senior volunteer audit which also fed into the development of objectives and targets.

Copies of the audit reports can be accessed from the ES Director of Competitions and Development.

2. Review

ES, facilitated by Sport Structures Ltd, set up a working group of key staff members and interested parties to review the equality action plan and update objectives and targets (2007). The aim of the review was to highlight areas of success alongside the challenges that still face ES in the ongoing implementation of equality good practice. New targets were developed for the remaining period of the plan.

At the end of 2006 Sport England published the data from their Active People survey, therefore alongside the ES audit data previously captured information has been fed into this review from the Active People survey. A separate report has been compiled which can be accessed from the ES Director of Competitions and Development.

3. Issues and Barriers

Alongside the audit, data was gathered to help inform the plan review. Two sessions with staff and a piece of research were carried out to identify the issues and barriers affecting people in Squash. Throughout the plan review consultation period a number of comments were also received which have been incorporated into this section.

Key findings from the staff sessions are summarised below:

Women & Girls

- Lack of female role models in coaching
- Stereotypical image of male, white club Squash players
- Not capturing and retaining girls within the sport early enough
- Viewing gallery access may make female players self conscious

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

- Poor changing facilities (for example, communal showers)

Disability

- Lack of expertise (coaching for hearing impaired)
- Lack of education
- Lack of disability pathways
- Lack of awareness of number of different types of disability, for example, sensory (hearing and visual), physical and learning

Young People

- Limited opportunities to play until development of Mini Squash
- Limited links to clubs
- Lack of child/ young person friendly clubs
- No Squash in primary schools
- Squash seen as a competitive sport with limited focus on fun
- Lack of education in clubs
- Lack of understanding of what children find fun

Ethnic Minority Communities

- Lack of education and understanding within the sport
- Lack of awareness within communities on what Squash and Racketball has to offer
- Perceived idea of Squash and Racketball as just a competitive sport
- Lack of understanding of the barriers facing communities
- Lack of role models (Squash's perceived stereotype as a white, middle class sport)
- Perception of private clubs
- Language barriers

Overcoming the barriers:

- Improve the marketing of the sport
- Raise awareness of equality issues at levels of the sport (staff, volunteers, clubs etc. as well as with non members)
- Improve the understanding of the game, for example, different ball types for different abilities
- Marketing of Squash and Racketball (not just the focus on Squash – different sports therefore different markets)
- Simplify the marketing of the sport (“Can you hit a ball against a wall? Great, then you can play Squash/ Racketball!”)
- Market the sport to different markets (young people, women and girls, ethnic minority groups, disabled people)
- Market the sport as fun, healthy and non competitive
- Squash and Racketball as indoor sports are playable all year round
- Celebrate success and capitalise on it
- Communicate and educate clubs and the membership
- Learn from and share current good practice
- Tie Squash and Racketball into other programmes
- Use pay and play opportunities to stimulate initial interest
- Improve club committee and volunteer diversity (role models)
- Utilise area forums to share good practice and educate

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

- Work alongside County Sports Partnerships (CSPs) and the emerging Community Sports Networks (CSNs)
- Share the good practice from the 'Women into higher level coaching' project in the North West
- Assist and place coaches coming through the programme
- Link to other partners, for example, special schools, brownies/ guides to develop the sport with new markets
- Evolve Mini Squash
- A complete overhaul of the ES website

Key findings from the research report (a full copy available from the ES Director of Competitions and Development) are summarised below:

- Squash clubs are clearly playing an important role in encouraging ES members and they are a key source of marketing and promotion to a variety of Squash participants. It is recommended that clubs have ES notice boards and are sent regular, updated information for display to increase membership and further strengthen communication.
- None of the members surveyed stated that their reason for joining ES was for the benefits the membership offers, including the Squash Player magazine, dental insurance, access to courses, awards and tickets for events. It is strongly recommended that ES review the package to ensure they are offering tangible benefits that are wanted by all groups and communities.
- There was a low response rate regarding whether ES has met the expectations of its members. It is recommended that more is done to engage with the membership and ensure their expectations are met.
- Barriers stated for joining ES included lack of information, support and resources. It is recommended that these are quickly rectified through a user-friendly and regularly updated website. This will be addressed by the new ES marketing team due to be employed shortly.
- ES need to have clear and open lines of communication for anyone who feels that they have come up against a barrier to participation. Again, this can be conveyed via the website and through regular updates from the Area Offices.
- The most consistent message that came from both the members and the workforce in relation to increasing membership from priority groups is that more support should be offered to local clubs and provide them with better access, training and promotional materials. It is recommended that this is reviewed by the Development Department.
- Further suggestions for increasing membership within priority groups include delivering Squash in schools - currently a priority for the development team.

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

Small sample sizes in the research lead to a number of limitations. To develop a more in depth understanding of the issues and barriers the research should be repeated annually taking into account some key recommendations:

- The research was only able to access information on current members and staff of ES. More detail on the issues and barriers facing under represented groups may be gained from expanding the research to include people who are not ES members.
- A greater age representation is required from both the ES membership and the workforce in order to discover the barriers they may face in participation. There were only 3 members interviewed in the 55 to 64 bracket and no one over the age of 65. The reason behind this may be that these participants are taking part in Racketball as opposed to Squash, and therefore future questionnaires need to reflect this finding.
- A broader range of participants from different ethnic communities need to be interviewed. Out of a possible fifteen categories, only four were represented by the membership and two by the workforce. Unless there is a better representation then the potential or current barriers faced cannot be fully understood. It is recommended that a greater sample size is established with more effective sampling for future questionnaires.
- Of a total sample group of 26, only 2 expressed that they had a disability. Part of this problem lies with the membership database, which does not state information regarding disability and therefore such members could not be sampled for interviewing. It must also be considered that the sport of Squash itself is a barrier to participation for disabled people, and that there is little awareness that it can be adapted to meet different people's needs. It is recommended that greater communication to this group is established, and that the database holds information on disability.
- There was a limited representation across a variety of current roles, both for the workforce and membership. There were no members interviewed who were from the County Associations, that were volunteers, referees or professional players for example. In order to get a better reflection of the barriers that all ES members and workforce face then a representation from each role is required.

Deleted: peoples

4. Vision

In developing an up to date equality action plan a vision for the future is essential and should be established with links to the overall direction of ES. The vision for Squash and its work within equality should be kept simple and concise; therefore the following was agreed in 2005:

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

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

5. Goals and Objectives

Goal 1 – To improve research into underrepresented groups in Squash.

(Objective 1 in action plan)

Data collection at present is limited. A new membership scheme is being developed which has the scope to ask members for additional demographic information when they fill in their membership subscriptions online. Previously ES have not had direct contact with individual members as affiliation has been through clubs, it was for this reason that the Sport Structures audit was carried out. Due to the relatively small audit sample some general themes in membership breakdown can be identified however there is much scope to improve the data collection, completion and return.

A number of limitations' were identified with the issues and barriers research completed. These factors need to be taken into account to gather a more in depth understanding of the issues and barriers affecting underrepresented groups in the sports of Squash and Racketball. This will help inform, target and prioritise further the equality action plan.

Goal 2 – To develop, implement and share equity good practice in Squash and Racketball

(Objectives 2 and 3 in action plan)

There is a need to collate and share current equality good practice projects in operation in all aspects of participation within the sport. In areas where no good practice has been identified positive action projects should be developed. The area managers and the development team are in an ideal position to work within specific communities to develop and share examples. The Sport Structures audit and previous ES research has identified that the percentage of women and girls involved in the sport is significantly less than that for men and boys. Representation by women at all levels remains low. There are a number of examples of good practice in development, for example – the work being undertaken in the North West Area to include young people from the Royal School of the Deaf at Cheadle into the active club at Bramhall Leisure Centre.

As a highly social sport Racketball offers many opportunities for people who may be put off by the perceived stereotype of Squash. Evidence shows that many women especially enjoy the game, in particular clubs who offer daytime leagues, for example in Stourbridge where there is a very active daytime and evening female league. (Ref Stourbridge Racketball Case Study) The club at Stourbridge are also able to successfully support their family players by having a crèche facility during the day. Stourbridge have even seen tennis player's defect over the winter months to Racketball, due to the high transferability of skills.

Goal 3 – To improve the understanding of equality issues and equality in Squash

(Objective 4)

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

Alongside the sharing of good practice to help raise understanding of equality issues there is a requirement for specific equity training. An equality training needs analysis was circulated to all staff and volunteers in 2006/07 which highlighted a lack of current equity training amongst the majority of staff. From this a formal equality training programme for staff members and volunteers was developed and is currently being delivered to staff and volunteers on a priority basis.

Goal 4 – To raise awareness of equality in Squash

(Objective 5 in action plan)

It is vital to the successful implementation of the equality action plan and for the achievement of the Equality Standard that ES raises awareness, both internally and externally of equal opportunities in Squash.

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

(Objective 6 in action plan)

Traditionally the Director of Development and Competitions has had the responsibility of implementing equality within ES. Due to a significant period of absence, ES subsequently formed an equality working group, sharing the responsibility within the Development management team. For long term success equity needs to be embedded within the organisation with accountability at the highest level.

6. Action Plan

The equality action plan is divided into two separate sections, the first illustrates a three year overview of milestones throughout the three year cycle of the plan. The second shows the year one action plan. The year one milestones are split into individual targets. The milestones, objectives and targets reflect the area of equality since 2005

Overview Implementation Plan

Objectives	Year one milestone	Milestones Year 2	Milestones Year 3
1. Identify the demographic make up of ES membership, professional staff and senior volunteers	- to investigate and develop a more effective monitoring and data collation process through the membership scheme	- to have collated and analysed demographic data from membership returns through the membership scheme - to have utilised the data collected to inform the development of good practice - to have piloted a compulsory check box on membership forms - to have collated and analysed demographic data from staff and senior volunteer surveys	- to have developed a demographic data scheme - to have implemented a demographic data collection process - to have developed a demographic data analysis process
2. Promote opportunities for underrepresented groups within coaching, administrating and officiating in Squash	- examples of good practice/ case studies to be identified and promoted with regards to women, disabled people and ethnic minority communities - new examples of good practice supporting women developed and	- examples of good practice supporting ethnic minority communities developed and implemented	- examples of good practice supporting ethnic minority communities developed and implemented - examples of good practice supporting ethnic minority communities developed and implemented - examples of good practice supporting ethnic minority communities developed and implemented

Objectives	Year one milestone	Milestones Year 2	Mile
	implemented - to contribute towards workforce development planning at sub regional level through CSPs		- ap oper ensu
3. Create, develop and share equity good practice at a regional and local level	- Examples of good practice have been identified (from within the sport and from other sports) and promoted throughout Squash	- examples of good practice developed and implemented	- Ap oper ensu
4. To ensure all who are involved in Squash have an understanding of sports equity	- to have developed an ongoing equality training programme for staff and volunteers - to have run equality training and/ or briefing for priority staff and board members	- equality training embedded as part of staff induction - regional equality training opportunities developed	- Ro equi - Eq indu and
5. To ensure all who are involved in Squash have an awareness of ES sport equity policies/ plans	- For the equity policy and action plan to have been made available for review, comment and development.	- ongoing review and consultation at local, regional and national level with staff, volunteers, partner organisations and local communities	- To com strat infor prog
6. To set accountability for sports equity at the highest level in ES	- To have developed a management framework to support the ongoing development, implementation and monitoring of the Equality Action Plan - to have reviewed all policies and procedures to ensure they reflect equality good practice	- management framework implementation - ongoing policy review	- all proc - eq oper

Prep
assc

Year 1 Implementation Plan

Objectives	Year one milestone	Action	Completion date	Respons		
1. Identify the demographic make up of ES membership, professional staff and senior volunteers	- To investigate and develop a more effective monitoring and data collation process through the membership scheme	<ul style="list-style-type: none"> • Redraft membership forms and supporting information to help increase return of demographic information • Compile and analyses demographic data • Produce audit report to inform ongoing equality work and the implementation of year 2 of the equality action plan • In support of redrafted forms publicise the importance of data collation to the improvement of ES services • Pilot compulsory check box on online membership form 	<p>March 08</p> <p>April 08</p> <p>April 08</p> <p>Jan – Feb 08</p> <p>April 08</p>	Marketin Dept		
2. Promote opportunities for underrepresented groups within coaching, administrating and officiating in Squash	<p>- examples of good practice/ case studies to be identified and promoted with regards to women, people with disabilities and ethnic minority communities</p> <p>- new examples of good practice supporting women developed and implemented</p> <p>- to contribute towards workforce development planning at a sub</p>	<ul style="list-style-type: none"> • Development team 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 the magazine • Identify funding for the development and implementation of further good practice projects in line with audit 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Jim Lord</p> <p>Steve Ar</p> <p>Develop Team</p> <p>Nick Rid</p>		

Prep
assc

Objectives	Year one milestone	Action	Completion date	Respons		
	regional level through CSPs	<p>outcomes</p> <ul style="list-style-type: none"> Utilise the good practice in the NW region with the 'Women in higher level coaching' scheme and develop an ongoing coach mentoring system for talented female coaches to support their development Promote opportunities for women in coaching and officiating at club and county level. Identify and use role models to actively promote training and development opportunities Identify those CSPs that have prioritised Squash and work in partnership to increase the number of coaches from underrepresented groups Utilise SiS programme in West Yorkshire to identify and nurture women and girls to undertake placements within accredited clubs 	<p>Sept 07 – Dec 07</p> <p>Ongoing</p> <p>Ongoing</p> <p>Sept 07 – Sept 08</p> <p>Sept 07</p>	<p>Coaching team</p> <p>All</p> <p>Jim Lord</p> <p>Area Manager</p> <p>Mark Sh</p>		
3. Create, develop and share equity good practice at a regional and local level	- Examples of good practice (from within the sport and from other sports) have been identified and promoted throughout Squash	<ul style="list-style-type: none"> Development team and Area Development Forums to identify and share good practice projects and collate full good practice lists for circulation Publish good practice case studies (only following permission of those involved) on website and within magazine 	<p>Ongoing</p> <p>Ongoing</p>	<p>Developi Team & Developi Forums</p> <p>All</p>		

Prep
assc

Objectives	Year one milestone	Action	Completion date	Respons		
		<ul style="list-style-type: none"> • Ensure ongoing local good practice is reflective of the population in which it is operating • Identify funding for the development and implementation of further good practice projects in line with audit outcomes, focussing on disabled people, people from ethnic minority communities • Ensure full consultation on good practice, action planning, ES work and publicity with local communities • Work with CSPs, LAs and other partners to consult with local communities • Develop good practice within administration, management, coaching & officiating of Squash 	Ongoing	Area Manager		
			Ongoing	Nick Rid		
			Ongoing	Area Manager		
			Ongoing	Area Manager		
			Ongoing	All		
4. To ensure all who are involved in Squash have an understanding of sports equity	<ul style="list-style-type: none"> - to have developed an ongoing equality training programme for staff and volunteers - to have run equality training and/ or briefing for priority staff and board members 	<ul style="list-style-type: none"> • Develop an ES training programme • Allocate resources to implementation • Develop equality briefings for board members and central office staff • Ensure all staff and volunteers have completed the fairness and inclusion e learning module • 'Equity in Your Coaching' is part of coach licensing • 'Club for All' is part of club accreditation 	Aug 07	Sport Structure		
			Ongoing	Nick Rid		
			Aug/ Sept 07	Sport Structure		
			Sept 07	Jim Lord Steve Ar		
			Ongoing	Coach te		
			Ongoing	Area Manager		

Prep
assc

Objectives	Year one milestone	Action	Completion date	Respons		
		<ul style="list-style-type: none"> Utilise the website, magazine, ES communications and club mailings for the dissemination of equality in Squash updates 	Ongoing	All		
5. To ensure all who are involved in Squash have an awareness of ES sport equity policies/ plans	- For the equity policy and action plan to have been made available for review, comment and development.	<ul style="list-style-type: none"> Dedicate time for discussion at the Sept 07 board meeting for the review of the equality action plan Dedicate time at Council Mtg for Equality discussions Develop a strap line for equality within ES to be used, on the website and within email signatures Publicise ES ongoing commitment to Equality – link to Equality Standards work on the website and within the magazine Publish 1 article/ news item in each issue of magazine featuring an underrepresented group Publish and update the equity policy, action plan and progress report on the website Ensure all existing and new ES policies, programmes and procedures reflect equity good practice Circulate good practice (projects/ initiatives) via the website Circulate all equality information to Sporting Equals, WSF, EFDS and regional equality and community partners for comment and feedback 	Sept 07 Sept 07 Sept 07 Ongoing Ongoing July 07 Ongoing Aug 07	Nick Rid Nick Rid Jim Lord Steve Ar Jim Lord Steve Ar All Nick Rid Sport Structur Jim Lord Steve Ar Jim Lord Steve Ar Area Manager		

Prep
assc

Objectives	Year one milestone	Action	Completion date	Respons		
		<ul style="list-style-type: none"> Gather and use positive images of participation (Playing , coaching, officiating, administrating) in the sport Utilise the website, magazine, ES communications and club mailings for the dissemination of equality in Squash updates 	Ongoing Ongoing	Jim Lord Steve Ar All		
6. To set accountability for sports equity at the highest level in ES	<ul style="list-style-type: none"> To have developed a management framework to support the ongoing development, implementation and monitoring of the Equality Action Plan to have reviewed all policies and procedures to ensure they reflect equality good practice 	<ul style="list-style-type: none"> Complete action plan review with timescales/ responsibility and budget Build into budget ongoing commitment to equality work Allocate responsibility for the implementation of the equality action plan at staff & board level Ensure reporting lines clarified for equality work Build equality in as a regular agenda item on management, board and council meetings Develop equity objectives within all staff work programmes Discuss action plan review at board meeting Develop and implement monitoring and evaluation system (in line with WSP M&E) Ensure adequate reporting on action 	Aug 07 Aug 07 Sept 07 July 07 Ongoing Ongoing Sept 07 Ongoing Ongoing	Sport Structure / Jim Lor Steve Ar Nick Rid Jim Lord staff Nick Rid board Nick Rid Manager Team Manager Team Nick Rid Nick Rid Jim Lord Steve Ar All		

Prep
assc

Objectives	Year one milestone	Action	Completion date	Respons		
		plan implementation to board, staff and members, through website, magazine and discussion at board meetings. <ul style="list-style-type: none"> • Submit portfolios of evidence for the Prelim level of the Equality Standard • Review policies, procedures and programmes to ensure they reflect equality good practice and up to date legislation 	Sept 07 June – Aug 07	Jim Lord Sport Structure		

Prep
 assc

7. Equality Standard

The actions required to achieve the Equality Standard have been built into the equality action plan.

8. Consultation

In the development of the equality action plan in 2005/06 consultation formed a core part of the process. Staff and board members had the opportunity to comment internally and the plan was also circulated to the three equity partners. The draft plan was also placed onto the website requesting comments from members or other partners/ organisations. Any comments received were incorporated into the final draft which was approved by the board in 2006. Consultation is a vital aspect of any action plan and therefore the current action plan review was also circulated widely for comment. The ES equality action plan was only finalised following extensive consultation with the groups listed below (a number of other external partners were asked for feedback but no responses were received; only those who responded are listed below):

- **Internally**

- ES staff
- ES board members
- ES County Volunteers
- ES Clubs

- **Externally**

- English Federation of Disability Sport (National & Regional)
- Women's Sports Foundation
- Menter – East Region
- Selected CSPs

9. Communication

The equality action plan will be communicated via the ES website and through staff and senior volunteers. The plan is a rolling plan and therefore members and partner organisations are welcome to feed into the plan at any point throughout implementation.

10. Monitoring and Evaluation

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

Prepared by Jim Lord, England Squash,
in association with Sport Structures Ltd

Monitoring and evaluation processes:

Overall accountability for the implementation of the Equality Action Plan	Nick Rider – ES Chief Executive
Ongoing monitoring and evaluation of plan progress	Jim Lord – Director of Development and Competitions
Implementation progress	Jim Lord & Steve Amos
Quarterly report to senior management and board	Nick Rider
Annual reporting	Jim Lord

All staff have responsibility for implementation of the equality action plan and as such it will be built into all work programmes. Area Managers already work in a number of areas of equality and are developing and sharing good practice through their everyday work and partnerships, this work needs to be framed by the equality action plan and reflected in detail in work programmes which will be monitored in line with the ES staff appraisal process.

Glossary

ES England Squash
CSP County Sports Partnership
CSN Community Sports Network
LA Local Authority
SiS Step into Sport
EFDS English Federation of Disability Sport
WSF Women's Sports Foundation