



Kent Sport Equality Action Plan 2017 – 2019



Kent Sport & Physical Activity Service

Equality Action Plan 2017 - 2019

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1.0 Introduction

- 1.1 The Kent Sport & Physical Activity Service (Kent Sport) is Kent's partnership agency for sport, seeking to co-ordinate the development of sport and physical activity in Kent through providing direct services to the public, hosting a variety of projects & programmes and working with a large number of other organisations in the public, commercial, private, voluntary and education services.
- 1.2 Kent Sport takes the strategic lead and ensures that best use is made of resources for sport and physical activity in the County. One of the key principles of the Strategic Framework for Sport and Physical Activity is that there should be efforts made to maximise sport and physical activity opportunities for all people and groups as defined within the Equality Act 2010, irrespective of gender, gender reassignment, race, disability, age, sexual orientation, religion & belief, pregnancy & maternity or marriage & civil partnership (plus Carers who are a local priority identified by Kent County Council). All of Kent Sport's work is in partnership with other organisations and individuals.
- 1.3 Kent Sport is a service unit of Kent County Council (KCC) and sits within the Growth, Environment & Transport Directorate. All Kent Sport staff are bound by KCC policies and procedures including the KCC Equality & Human Rights Policy and the Equality & Diversity Policy Statement. Kent Sport has adapted the policy statement to create a policy specifically related and focused on sport and the work of service.
- 1.4 The County Sports Partnership (CSP) for Kent has been incorporated as a partnership into the work of Kent Sport. The Kent & Medway Sports Board has been in place since February 2007 and provides governance for and scrutiny of the Sport England funded work ie. that of the CSP.
- 1.5 The Equality Action Plan will assist Kent Sport with planning and continuing to develop, as well as focusing on delivery of services and work with target groups. The outcomes of the recently updated Human Resources Audit and Communications Audit have influenced the detail in the plan along with the organisation's training requirements, equality profile audit data and external equality profile data. The plan is based on current structures and resources and will be monitored and evaluated on a regular basis.
- 1.6 Towards An Active Nation – Sport England's Strategy 2016-2021. In 2016, Sport England published its new strategy in response to the DCMS strategy "Sporting Future – A new Strategy for an Active Nation". It is clear that Government and Sport England believe that sport needs to demonstrate its contribution to wider health & social outcomes and there is emphasis upon tackling inactivity and encouraging underrepresented groups to become more active. It is in this context that this Equality Action Plan has been developed and will enable Kent Sport to support the DCMS and Sport England strategies.
- 1.7 ***Equality Standard – A Framework for Sport***
Kent Sport underwent a reaccreditation process and successfully achieved the Foundation and Preliminary levels of the Equality Standard – A Framework for Sport in May 2013. In October 2016, Kent Sport were confirmed as the first County Sports Partnership in the Country to achieve the Intermediate level of the Equality Standard.

2.0 Strategies, Policies & Plans

2.1 There are a number of strategies, policies and plans that the Kent Sport Equality Action Plan links to either directly or indirectly. The Equality Action Plan will cut across many strategies, and as such will enhance these documents and provide increased support in engaging with all communities in Kent.

2.2 The table below highlights the strategies and policies that the Equality Action Plan links in to:

Organisation	Strategy / Policy / Plan
Kent Sport / Kent & Medway Sports Board	Towards An Active County: A Strategic Framework for Sport & Physical Activity in Kent and Medway
Kent Sport	Equality & Diversity Policy Statement
Kent Sport	Business Plan
Kent Sport	Communications Plan
Kent County Council	Equality and Diversity Policy Statement
Kent County Council	Equality & Human Rights Policy
Kent County Council	Increasing Opportunities, Improving Outcomes: Strategic Statement 2015 - 2020
Kent County Council	Corporate Communications Guidance
Kent County Council	Terms and Conditions of Employment (The Blue Book)
Kent County Council – Growth, Environment and Transport Directorate	Customer Service Programme
Sport England	Towards An Active Nation 2016-2021
Cross-Government	Sporting Future: A New Strategy for An Active Nation

3.0 **Consultation**

- 3.1 Consultation with internal and external organisations is important in order to ensure that the Equality Action Plan is reflective of the issues facing communities within Kent.
- 3.2 The consultation process will include key internal groups and external partners to ensure that any gaps in provision are identified and addressed. In addition, as part of the action plan, research will be undertaken into the database of contacts / stakeholder engagement plan in order to identify gaps in current service users and partners.
- 3.3 The table below identifies the key internal and external organisations that Kent Sport will consult with on the production of the Equality Action Plan:

Internal	External*
Kent & Medway Sports Board	Sport England
Kent Sport Staff	Women in Sport
KCC Equalities contact	English Federation of Disability Sport
KCC Staff Groups (representing the interests of Black & Minority Ethnic employees; Lesbian, Gay, Bisexual & Transgender employees; Disabled employees and younger employees.)	Sporting Equals
	Stonewall
	Pride Sports
	Kent Equality Cohesion Council
	Kent Refugee Action Network
	Ethnic Minority Independent Council
	Local Authority Sports Development Officers
	County & Regional National Governing Body Officers

*See appendices 7.1 for more detail about the external organisations.

4.0 Monitoring, Impact Measurement & Evaluation

- 4.1 The Equality Action Plan will need to be monitored and evaluated on a regular basis. All Kent Sport staff and partners involved have a responsibility for taking ownership of the plan to ensure that actions are implemented effectively and tasks achieved throughout the year.
- 4.2 The monitoring and evaluation process is as follows:

Overall accountability for monitoring implementation and reviewing progress of delivery of the Equality Action Plan	Kent & Medway Sports Board and the Kent Sport CSP Director
Ongoing monitoring and evaluation of plan progress (quarterly)	Physical Activity Manager
Implementation progress	All Staff and Partners and led by Physical Activity Manager
Quarterly monitoring, assessment of effectiveness and achievement of actions	All Staff and Partners and led by Physical Activity Manager
Annual Report	Physical Activity Manager

5.0 Vision and Objectives

5.1 **Our Vision:** More people, More active, More often

Through delivery of the Equality Action Plan, Kent Sport will be working towards the above vision with a particular focus on those who are less active and from underrepresented groups.

Our Commitment:

Kent Sport is committed to embedding the principles of Equality & Diversity and Safeguarding young people & adults across all our work, and expects all staff, Board Members, partners and volunteers to share that commitment.

- 5.2 The Equality Action Plan has seven main objectives. The outcomes of the recently updated Human Resources Audit and Communications Audit have influenced the detail in the plan along with the organisation's training requirements, equality profile audit data and external equality profile data.

Objective 1 – Training & Development

To improve the understanding of equality and diversity issues by all staff and Board Members.

Objective 2 – Partnerships and Service Users

To improve the awareness of Kent Sport's commitment to equality and diversity to all existing/new partners and service users.

Objective 3 – Policies and Strategies

To ensure all policies and strategies promote equality and opportunity for all.

Objective 4 – Funding

To evaluate funding streams internally and externally.

Objective 5 – Human Resources and Staffing

To ensure all human resources procedures and practices promote equality and diversity.

Objective 6 – Research, Insight, Monitoring and Evaluation

To analyse current research and insight regarding interests and barriers to participation and ensure monitoring and evaluation methods are in place for existing and future projects.

Objective 7 – Marketing and Communications

To evaluate all marketing and communication methods used by Kent Sport and improve, where necessary, to ensure accessibility by all.

6.0 EQUALITY ACTION PLAN 2017 - 2019

Objective 1 – TRAINING AND DEVELOPMENT					
To improve the understanding of equality and diversity issues by all staff and Board Members					
TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
1.1 Provide basic equality training for Kent Sport Staff	<ul style="list-style-type: none"> - Ensure training is provided for all new staff with use of resource/briefing sheet. - Encourage all staff on KCC contracts to complete equality information on Employee Self Service. - All new staff to complete Equality and Diversity e learning module 	All Managers	Ongoing. To take place as and when new members of staff join Kent Sport (includes gap year students).	Officer Time	<ul style="list-style-type: none"> - All new staff to have received briefing sheet at induction. - All staff to have a good understanding of equality and diversity agenda and how it links to their role.
1.2 Provide opportunity for further training as a group or for individual needs	<ul style="list-style-type: none"> - Look at feedback from staff appraisal process and training needs analysis to identify training needs (see below) - WES (Workforce, Equality, Safeguarding) Group to offer guidance and support to staff to embed WES in all aspects of their work. - Provide support to staff with identifying equality and diversity issues within the communities they work with. 	<p>All Managers / Physical Activity Manager</p> <p>All Managers / Physical Activity Manager / Coaching Network Officer / Lead Safeguarding Officer</p>	<p>Annually (March)</p> <p>Ongoing</p> <p>December 2017</p>	<p>Officer Time</p> <p>Training Budget</p> <p>Officer Time</p>	<ul style="list-style-type: none"> - All staff to have a good understanding of equality and diversity agenda and how it links to their role. - To record training on E&D training record spreadsheet.

	- Support staff to increase their knowledge levels of how best to take action to address equality and diversity issues within their work areas eg Transgender awareness e learning		December 2017		(Kent Manager Standard includes a module on Equality & Diversity. Supporting development is available and includes training courses and also e learning.)
1.3 Engage with external providers of training opportunities for staff & Board Members	- Ongoing updates & briefings for staff and Board Members to provide guidance on how equality work is embedded within staff roles. - Board members to participate in CSPN training webinars eg Code of Sports Governance.	Physical Activity Manager All Board Members	2 meetings / briefings a year	Officer Time	- 2 meetings / briefings per year - All staff / Board Members to have a good understanding of equality and diversity agenda and how it links to their role.
1.4 Increase information/factsheets available detailing equality & diversity issues	- Make equality information, including factsheets, case studies and role models available on website.	Physical Activity Manager / Programmes and Communications Manager / Sports Information & Communications Officer	Ongoing	Officer Time	- Equality and Diversity information available for staff and service users / public. - Minimum 2 case studies per year and 2 role models. - To monitor equality webpage stats.
1.5 Equality Self-Assessments, scrutiny and audit on Kent Sport service delivery.	- Continue to self assess where appropriate, maintain levels of performance and work on improvement/action plans: - Equality Action Plan (including EqIAs) - QUEST Improvement Plan - Kent Sport Business Plan	To involve all staff but to be led by: - Physical Activity Manager - CSP Manager (New partners, Insight & Improvement) - Sport & Physical Activity	Ongoing	Officer Time	- Delivery and monitoring of actions in plans. - Quarterly EAP monitoring and annual report produced.

	and KPIs	Service Manager			
Objective 2 – PARTNERSHIPS & SERVICE USERS					
To improve the awareness of Kent Sport’s commitment to equality and diversity to all existing/new partners and service users					
TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
2.1 Maintain, manage and develop network of local equality contacts & new partners	<ul style="list-style-type: none"> - Maintain, manage and develop stakeholder engagement plan / list of contacts and share information / consult where relevant. - Categorise entries where possible. - Encourage sharing of best practice. 	Insight & Campaigns Officer / CSP Manager (Core partners, programmes & workforce) / Physical Activity Manager	Ongoing	Officer Time	- Increased awareness of Equality & Diversity agenda, partners and sharing of best practice.
2.2 Use existing programmes to promote Kent Sport’s commitment to Equality & Diversity	<ul style="list-style-type: none"> - Use workshop programme to promote opportunities for advice on equality & diversity. - Produce crib sheet for course tutors / attendees. - Promote case studies of individuals and groups. 	Physical Activity Manager / Voluntary Sector Development Officer All Staff	July 17 and ongoing December 2017	Officer Time	<ul style="list-style-type: none"> - Minimum 2 equality related courses per year. - Minimum 2 case studies per year to be developed to raise awareness of Kent Sport’s equality work.
2.3 Continue to support current and emerging Equality Projects & increase partners and service users. Improve awareness of other	<ul style="list-style-type: none"> - Maintain ongoing links with existing equality partners and continue to seek new partners including non sport and voluntary sector organisations who work with 	All Staff	Ongoing. Review annually (March).	Officer Time	<ul style="list-style-type: none"> - New partnerships developed and new partners identified. Strengthen / develop relationships with existing partners.

partners' commitment to equality & diversity.	people with protected characteristics. Where appropriate work with them to support their work eg delivery of Disability Sport Awareness Event, Challenger Games.				
2.4 Delivery and monitoring of specific projects and events - Equality data to be used to inform future policy making and development work. - Evidence of change driven by results of equality data collection.	- To work with partners & NGBs to recruit, develop and deploy female coaches within Kent.	Coaching Network Officer	Ongoing. April 2018.	Partnership services budget and coaching scholarship fund	- Increase in number of females taking their first steps into and supported in coaching. - Identify baseline and set target for April 2018- March 2019.
	- Kent School Games / National School Games. To work with partners to deliver Sept 2017-July 2018 Kent School Games and National School Games Sept 2018-July 2019. -Work with KCC Business Intelligence Unit to improve data collection regarding participants.	Countryside, Leisure & Sports Events Manager	Summer 2017 onwards. April 2018.	Kent School Games budget	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Satellite Clubs – to work with new partners (NGB/Districts/Clubs/Housing Associations/Community Safety Partners/Charities) to	Satellite Clubs Development Officer	September 2017 onwards.	Satellite Club budget	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2)

	increase participation of 14-19yr olds from under-represented groups including women & girls, disabled young people and young people from lower socio economic groups.		April 2018.		- Identify baseline and set target for April 2018- March 2019.
	- Sport Specific – to work with partners including National Governing Bodies of Sport to support/deliver specific projects targeting under-represented groups and those with low participation rates eg Breeze rides for females	CSP Manager (Core partners, programmes & workforce)	Summer 2017 onwards. April 2018.	Sports Project budget	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Workplace Health – to deliver Workplace Challenge project and Business Games event.	Workplace Health Activator / Sport & Physical Activity Manager	Summer 2017 onwards. April 2018.	To seek sponsorship	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Housing Association Projects – to work with partners to deliver local sports and physical activity projects for young people.	Funding and Partnerships Manager / Projects Officer (Under-represented groups)	Summer 2017 onwards. April 2018.	To secure funding from partners involved in projects eg Housing Associations	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Innovation Grants – to work with partners to deliver 6 projects for older people.	CSP Manager (New partners, insight & improvement) / Physical Activity Manager / Project Officer (Under-	Summer 2017 onwards. (Quarterly updates).	Innovation Grant budget	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring

		represented groups)	April 2018.		objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Get Out Get Active (GOGA) project and disability sports squads – to work with partners to support delivery of projects.	CSP Manager (New partners, insight & improvement) / Administration Officer	Summer 2017 onwards. Annual review. April 2018.	Spirit of 2012 funding (GOGA)	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- FANS – to manage the scheme and work with partners to develop the scheme for national level sports performers.	Physical Activity Manager / Administration Officer	Summer 2017 onwards. Annual review (March). April 2018.	Officer Time	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Workshop programme / courses – monitor uptake by target groups, identify any gaps, and work to increase take up by underrepresented groups.	Sports Information & Communications Officer / Voluntary Sector Development Officer / Coaching Admin	Sept 17 & ongoing Quarterly updates April 2018.	Officer Time	- Increase in number of people from underrepresented groups accessing and participating in sports projects. (See monitoring objective 6.2) - Identify baseline and set target for April 2018- March 2019.
	- Delivery of Kent & Medway Sports Conference and KUDOS awards. The KUDOS awards will promote sport and physical activity projects that have benefitted people's physical and mental wellbeing. The three finalists will have a	- CSP Manager (Core partners, programmes & workforce) & organising group	Annually – Sept	Officer Time	- Increase in number of people from underrepresented groups accessing and participating in sports projects and events. (See monitoring objective 6.2). - Increased range and diversity of partners. - Creation of new partnerships. - More effective promotion and

	short film made about their projects and case studies will be produced and published about all the nominations to promote good practice in the County.		April 2018.		increased awareness of equalities work. - Identify baseline and set target for April 2018- March 2019.
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Objective 3 – POLICIES AND STRATEGIES

To ensure all policies and strategies promote equality and opportunity for all

TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
3.1 Ensure written policies are in line with current legislation and undergo Equality Impact Assessment screening	- Equality Impact Assessment of key policies/activities in line with our EqIA plan of key documents and events.	All staff (refer to EqIA plan)	Ongoing	Officer Time	- 2017 EqIA plan achieved. - Policies which reflect best practice and current legislation.
3.2 Continue to link in with other internal and external Equality & Diversity Plans/Strategies	- Continue links with corporate equality plans e.g. KCC Equality and Human Rights Policy.	Physical Activity Manager / CSP Director	Ongoing	Officer Time	- Maintain links with KCC Equality & Diversity team and KCC staff groups.
	- Support Kent & Medway Sports Board with delivery of Diversity Action Plan.	Physical Activity Manager / CSP Director	Ongoing	Officer Time	- Meet Code of Sports Governance requirements and work towards achieving gender parity and greater diversity generally on the Board, including but not limited to; Black, Asian, Minority Ethnic (BAME) diversity and disability.
	- Continue to be aware of external strategies and legislation. Where necessary any changes to be made to current work to	Physical Activity Manager / All Staff	Ongoing	Officer Time	- Policies which reflect best practice and current legislation.

	accommodate new strategies or legislation.				
3.3 Awareness of commitment of Kent Sport to Equality & Diversity	- Continue to promote policy statement through all communications methods, including social media, website, information to partners and referenced in Strategic Framework.	Led by Marketing team (all staff)	Ongoing	Officer Time	- Ensure policy statement is promoted widely to increase awareness internally & externally of Kent Sport's commitment to Equality.
	- Deliver Growth, Environment & Transport Directorate Equality & Diversity objectives and priorities in the Sport & Physical Activity Service Plan.	All staff Physical Activity Manager / CSP Director to complete annual return.	Ongoing (Annually within Business Plan). Annual return for Directorate review.	Officer Time	- Ensure equality and diversity is referenced within Service Plans. - Completion of the sports participation return as part of the annual Directorate Equality & Diversity review.

Objective 4 – FUNDING

To evaluate funding streams internally and externally.

TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
4.1 Evaluation of recipients of funding	- Research applications for gaps in recipients and work to increase applications from underrepresented groups.	CSP Manager (New partners, insight & improvement) / Partnerships & Funding Manager	July 2017 & ongoing April 2018.	Officer Time	- Increase in number of applications from underrepresented groups. - Consider 'themed' funding rounds to help address any gaps. - Identify baseline and set target for April 2018- March 2019.
4.2 Monitoring of funding projects	- Ensure all current forms used for monitoring collect equality information. - Use KCC 'About You' monitoring templates and guidance.	All staff	Ongoing	Officer Time	- Equality data to be used to inform future policy making and development work.

	<ul style="list-style-type: none"> - Evaluate outcomes of projects funded showing provision of activity for target groups - Small grants (Organisations) - Small grants – FANS (Individuals) - Satellite Clubs - Innovation grants - Small capital grants 	<ul style="list-style-type: none"> - Funding & Partnerships Manager - Physical Activity Manager - Satellite Clubs Development Officer - CSP Manager (New partners, insight & improvement) - Funding & Partnerships Manager 	<p>Ongoing</p> <p>Annually (March)</p> <p>Annually (March)</p> <p>Annually (March)</p> <p>Quarterly updates / End of project reports</p>	Officer Time	- Increase in number of people from underrepresented groups involved in sports projects.
4.3 Awareness of external funding opportunities and work where appropriate to ensure benefit to Kent communities	<ul style="list-style-type: none"> - Be aware of new funding opportunities and how to benefit from them. - Ensure that as and when new funding streams arise, all staff and partners are made aware and support as necessary eg through social media, e newsletters and with applications. 	<p>All staff (including work of themed groups)</p> <ul style="list-style-type: none"> - Funding & Partnerships Manager 	Ongoing	Officer Time	- Increased awareness of available funding opportunities to increase participation in sport & physical activity by all groups.

Objective 5 – HUMAN RESOURCES AND STAFFING

To ensure all human resources procedures and practices promote equality and diversity.

TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
5.1 Evaluate recruitment processes	<ul style="list-style-type: none"> - Ensure that job adverts are circulated to key equality group contacts. - Continue to use the Induction process to promote 	<p>Physical Activity Manager</p> <p>All Managers</p>	Ongoing	Officer Time	<ul style="list-style-type: none"> - Job adverts / opportunities to be promoted to, and reach, a wider audience. - To record on E&D training record spreadsheet.

	and educate new staff on Kent Sport's commitment to equality & diversity (use of briefing sheet).				- All staff to have a good understanding of equality and diversity agenda and how it links to their role.
5.2 Recruitment Training	- Ensure Line Managers complete Equality and Diversity in Recruitment & Selection e learning.	All Managers and those involved in interviewing.	Ongoing - update required every 3 years.	Officer Time - Online training.	- All line managers and staff on recruitment panels to have successfully completed the Equality & Diversity in Recruitment & Selection e learning.
5.3 Board Recruitment	- Ensure Board recruitment meets standards required by new Code for Sports Governance (Tier 3).	Sport & Physical Activity Manager/CSP Director	Ongoing	Officer Time	- Job adverts circulated widely/openly and particularly to key equality group contacts. - Job adverts to include equality statement. - Target of min 40% of each gender on Board. - Ensure Board make up is reflective of local community and based on skills, experience and knowledge.
5.4 Equality Audit of Staff and Board Members	- Undertake an Equalities Audit of staff and Board Members.	Co-ordination: Physical Activity Manager Completion: All staff and Board Members	Biennial (every two years) - Jan 2018	Officer Time	- 100% completion rate. - Findings circulated to Staff and Board members with an associated action plan developed, where necessary.
5.5 Designated Lead Officer for Equality and Equality Board Champion	- Maintain commitment to Lead Officer for Equality and Equality Board Champion roles.	- Lead Officer for Equality and Board Champion.	Ongoing	Officer Time	- Designated Lead Officer for Equality and Equality Board Champion roles to be continued and maintained.
Objective 6 – RESEARCH, INSIGHT, MONITORING & EVALUATION					

To analyse current research, develop insight and ensure monitoring and evaluation methods are in place for existing and future projects.					
TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
6.1 To gather and analyse knowledge and information to get a clear understanding of the protected characteristics of service users. To identify gaps in current service users and source new users and partners.	- Evaluate gap analysis in stakeholder engagement plan and other databases to source new partners and service users.	Insight & Campaigns Officer / Administration Officer / Physical Activity Manager / Coaching Network Officer / CSP Manager (Core partners, programmes & workforce)	Sept 17 & ongoing	Officer Time	- New partnerships developed and new partners identified. Strengthen / develop relationships with existing partners.
	- Produce insight regarding specific protected characteristics / equality groups to inform and support decision making.	Insight & Campaigns Officer / Themed group(s)	Ongoing	Officer Time	- Increased awareness of interests & barriers experienced by people with protected characteristics. - Evidence of change / action taken as a result of insight.
	- Ensure Customer / Partner Satisfaction Survey has a broad spread of consultees.	All staff to input into list of consultees.	Biennial (next survey in Nov 17)	Officer Time	- Feedback received from a broad range of partners. Action taken where appropriate in response to comments received and promotion of this (eg. You said, We did).
	- Analyse results and identify local participation levels and gaps from Active Lives survey.	Insight & Campaigns Officer / CSP Manager (New partners, insight & improvement)	6 monthly (Sept 17)	Officer Time	- Equality data to be used to inform future policy making and development work. - Evidence of change driven by results of equality data collection.
6.2 Improved data collection for monitoring of projects/users	- Ensure all forms include relevant equality sections. - Use KCC 'About You' monitoring templates and guidance.	All staff	Ongoing	Officer Time	- Equality data to be used to inform future policy making and development work. - Evidence of change driven by results of feedback and equality

	<p>To include monitoring of and feedback from participants in the following projects & programmes:</p> <ul style="list-style-type: none"> - Sept 2017-July 2018 Kent School Games - National School Games Sept 2018-July 2019 participants. - Satellite Clubs - Sport specific projects eg Breeze - Workplace Health - Housing Association - Innovation Grants - FANS - Project 500 - Get Out Get Active and Disability Sports squads - Workshop programme / 	<ul style="list-style-type: none"> - Countryside, Leisure & Sports Events Manager - Satellite Clubs Development Officer - CSP Manager (Core partners, programmes & workforce) - Workplace Health Activator - Funding & Partnerships Manager - CSP Manager (New partners, insight & improvement) - Physical Activity Manager - Coaching Network Officer - CSP Manager (New partners, insight & improvement / Administration Officer Sports Information & 	<ul style="list-style-type: none"> May 18 (Winter) Sept 18 (Summer) May 19 (Winter) Sept 19 (Summer) Annually (end of March) Annually (end of March) Annually (end of March) Annually (October) Quarterly updates / End of project reports Annually (end of March) 6 monthly (Sept & March) Quarterly Sept 17 & 		<p>data collection.</p>
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	courses - Kent and Medway Sports Conference	Communications Officer / Voluntary Sector Development Officer / Coaching Admin - CSP Manager (Core partners, programmes & workforce) & organising group	ongoing Quarterly updates Annually – Sept 17		
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Objective 7 – MARKETING & COMMUNICATIONS

To evaluate all marketing and communication methods used by Kent Sport and improve, where necessary, to ensure accessibility by all.

TASKS	ACTION	RESPONSIBILITY	TIMESCALE	RESOURCES	OUTCOMES / MEASUREMENT / IMPACT
7.1 Promotion of equalities work through a variety of marketing methods	- Increase the number of equality projects promoted on the website and media channels. To include use of promotional schedule and links to national awareness campaigns/weeks/days eg International Women’s Day.	All staff. To be led by Marcomms group.	Ongoing	Officer Time	- More effective promotion and increased awareness of equalities work.
	- Deliver targeted marketing campaigns: - Kent Girls Can - My Active Family - One You Kent / Active 10	All staff. To be led by Marcomms group.	Ongoing Spring/Summer 2017 Summer 2017	Officer Time	- Promotion of physical activity opportunities, encourage & support participation, highlight inspirational stories and role models.
	- Maintain and develop equality pages on the website to offer an array of information, examples of good practice and promotion of role models.	Physical Activity Manager / Sports Information & Communications Officer to lead. All staff to offer examples of good practice from their work areas.	Ongoing	Officer Time	- Increased awareness of Equality and Diversity work and sharing of best practice. - More positive role models from underrepresented groups. - Minimum 2 case studies per

					<p>year and 2 role models.</p> <ul style="list-style-type: none"> - To monitor equality webpage stats.
	<ul style="list-style-type: none"> - Make sure website is accessible to all, expanding on current provision. 	Marcomms group.	Ongoing with regular reviews.	Officer Time	<ul style="list-style-type: none"> - To reach a wider audience. - Easier access by all users to information. - Any future website developments to go through WCAG2 process.
	<ul style="list-style-type: none"> - Ensure that publicity material is reflective of and attractive to the diverse range of people in Kent and will be available in alternative formats if required. -All documents to be reviewed before publishing using 'sign off' sheet. - Continue to add new images to the photo library. 	All staff to ensure that 'sign off' sheet is used. Marcomms group to support.	Ongoing	Officer Time	<ul style="list-style-type: none"> - A range of publicity material available that is appropriate and accessible to the target audience.
7.2 Commitment to engage in consultation with designated community, staff and stakeholder groups on service delivery	<ul style="list-style-type: none"> - Ensure key documents such as Strategic Framework and new policies are consulted on with existing and new partners and service users. 	Physical Activity Manager / CSP Director	Ongoing	Officer Time	<ul style="list-style-type: none"> - Input / feedback received from a broad range of partners.
7.3 New Media Forms	<ul style="list-style-type: none"> - Work with partners to identify best/most effective media forms/channels and implement where appropriate eg Facebook, Twitter, Webinars, text 	Marcomms group	Ongoing	Officer Time	<ul style="list-style-type: none"> - Marketing campaigns to reach and engage with underrepresented groups. - Evidence of 'reach' of communications and campaigns.

	messaging service.				
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7.0 **Appendices**

7.1 **Glossary of Terms – Organisations:**

Sport England – Working towards an active nation where everyone feels able to do sport and activity, no matter what their age, background or gender.

<https://www.sportengland.org/>

Women in Sport – Working to transform sport for the benefit of every women and girl in the UK.

<https://www.womeninsport.org/>

English Federation of Disability Sport – Working to make active lives possible with a vision that disabled people are active for life.

<http://www.efds.co.uk/>

Sporting Equals – Working to actively promote greater involvement in sport and physical activity by disadvantaged communities particularly the Black, Asian and Minority Ethnic (BAME) population.

<http://www.sportingequals.org.uk/>

Stonewall – Delivering campaigns for the equality of lesbian, gay, bisexual and trans people across Britain. Working to empower individuals, transform institutions, change hearts and minds and to change laws.

<http://www.stonewall.org.uk/>

Pride Sports – Working to challenge homophobia, biphobia and transphobia in sport and improve access to sport for all LGBT people across the world.

<http://www.pridesports.org.uk/>

Kent Equality Cohesion Council – Working towards the reduction of inequality, the elimination of discrimination, and to promote good relations between the diverse communities with a view to strengthening community cohesion in the county of Kent.

<http://www.kentecc.org.uk/>

Kent Refugee Action Network – Independent charity providing help and support to unaccompanied asylum seekers and refugees.

<https://kran.org.uk/>

7.2 **9 Characteristics protected by the Equality Act 2010:**

- 1) Age
- 2) Disability
- 3) Race
- 4) Sex
- 5) Sexual Orientation
- 6) Religion or Belief
- 7) Gender Reassignment
- 8) Marriage or Civil Partnership
- 9) Pregnancy and Maternity

Carers are another group which should be considered (KCC priority) along with socio economic factors and education.