



Sporting Equals Community Development Strategy for Sport

2005 - 2008

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Sporting Equals Community Development Strategy 2005-2008

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1. Background to Sporting Equals

Sporting Equals was formed in October 1998 with the vision to "***increase awareness and the understanding of racial equality issues in order to create an environment where ethnic minorities can influence and participate in all aspects of sport in England***". Sporting Equals is funded by Sport England and the Commission for Racial Equality.

Direct funding has come to Sporting Equals from Sport England with further support, much of it "in kind" such as office accommodation and infrastructure from the CRE.

The main thrust has been to work with National Governing Bodies of Sport, Sports Organisations and Local Authorities to plan, develop and achieve racial equality in sport. The ***Racial Equality Charter for sport***, launched in 2000, has provided organisations with the opportunity to demonstrate their commitment to achieving racial equality.

In addition to this the ***Achieving Racial Equality: A Standard for sport*** and ***Promoting Racial Equality through sport: a standard for Local Authority Sport and Leisure Services*** has proved an invaluable tool helping to turn commitment into tangible action. To date over 100 organisations have achieved the Preliminary Level.

Another aspect to reach this vision Sporting Equals has recognised the significance of Community Development as an integral part of its existing work in addressing racial inequality in sport and physical activity. A number of Projects have been developed on a local basis and in many cases through funding programmes such as Positive Futures or New Deal for the Community, to name but two, however national coordination and evaluation as to the impact has been limited particularly in relation to the ethnic minority participation. Active Communities Development Fund (ACDF) funded projects provided a mechanism to work in partnership with local communities and specifically the voluntary sector to develop participation amongst ethnic minority communities.

The growing number of asylum seekers and refugees along with the stereotyping of these groups by the media has led to growing number of barriers being built up. Sport has an opportunity to break these barriers down, however clear evidence and examples of successful practice are not currently coordinated on a national wide basis.

Ethnic minority communities are defined as those by the census classification and to include those identified as refugees, asylum seekers and migrants.

2. Why community development?

The challenge for Sporting Equals and its partners is to develop a system that will allow an increase in the participation of ethnic minority communities in sport whilst developing good race relations and community cohesion amongst the diverse range of people and agencies working together in the local community.

The need to tackle racial inequality through sport has been long recognised. There is ample evidence available in many of the recent studies taken on the lack of equal opportunities that exist for ethnic minority communities to participate in sport and/or physical activity. This has often been mirrored in the priorities for and the representation of ethnic minority communities within the activities of funding bodies and voluntary and statutory agencies, as well as the gap between sport and the race equality movement that exists currently in sport.

In 1999 The Government's Social Exclusion Unit recommended i.e. PAT 10 Report, that sport (and arts) should adapt new ways of working, with greater ownership from and participation by local communities, to address social exclusion. This was followed by two other government reports. Firstly the Neighbourhood Renewal Unit Report (2000) indicating that 70% of ethnic minority residents live in 88 of the most deprived wards in England. Secondly the DCMS and Strategy Unit Report (2002) indicating the low level of ethnic minority participation in sport and also for sport to be used for improving the lives of communities who are socially excluded.

The Community Development Strategy will be designed to support the national government's vision of promoting social inclusion and community cohesion.

Through the provision of an appropriate infrastructure in sport, a difference will be made at local and regional level, to the involvement of ethnic minority communities in mainstream activities.

Community development is defined *as working with people in ways which will help them to have a greater influence over the decisions which affect their lives, and come together to devise the solutions for common problems* (Gilchrist 2000). As for sport, it has been described by the Council of Europe as *all forms of physical activity, through casual or organised participation, aimed at expressing or improving physical fitness and mental well being, forming social relationships or obtaining results in competition at all levels.*

Sporting Equals Racial Equality Charter, the Standards for Achieving Racial Equality in Sport (Governing Bodies, sports organisations and Local Authorities) and the evolving Equality Standard for sport, we believe, provides the framework for strategic partners and practitioners in sport to achieve their targets for increasing the participation of ethnic minority communities in their

activities. We also believe our work will assist our partners in wider government objectives other than sport.

Underpinning Principles

It is seen that the strategy needs to have two underpinning principles of:

- 1. Resource building** – the identification of both human and financial resources to deliver sport and physical activity for and within ethnic minority Communities.
- 2. Capacity building** – skills, knowledge and understanding of issues related to ethnic minority communities and the role of sport and physical activity in community development

These principles will allow ethnic minority communities to play a major part in developing opportunities within the existing structures of sport in England. They will also enable mainstream agencies i.e. both public and voluntary sectors, to work in close partnership with ethnic minority communities irrespective of their ability or disability, geographical location, gender, age, religion, sexual orientation and social background.

The role of Sporting Equals is to advocate the benefits of involving ethnic minority communities on current programmes whilst challenging mainstream institutions on their responsibilities to deliver public duties that are free from discrimination against the ethnic minority communities in sport.

The ambitions of Sporting Equals for community development is to strengthen the commitment to working in partnership with key strategic partners to bring changes in the way we develop and deliver sporting and physical activities to all our communities. It also provides the regional agencies with a real opportunity to develop, meaningful programmes, policies action and partnerships through sport to make community cohesion and social inclusion a reality at all levels.

3. Methodology to prepare the strategy

In preparation for the strategy Sporting Equals have consulted with a broad range of experts in the field to develop the strategy and to make sure that the strategy has relevance in meeting the aspirations of key strategic agencies and local ethnic minority communities.

The consultation was undertaken in two phases. Firstly we consulted with key agencies at a national level and Sport England regional equity staff. From this consultation we developed a draft document which formed the basis of a series of six consultation workshops within the regions.

The workshops attracted key projects and community groups and people who use sport to support, empower and develop Ethnic Minority Communities. This stage of the consultation further shaped the national strategy to develop opportunities for ethnic minority groups to grow using sport as the “vehicle” to support that growth. The consultation engaged professionals working in this area including representatives from Sport England, County Sports Partnerships, ACDF projects and other community projects using sport to develop communities.

From this in depth consultation we concluded that Community Development to Sporting Equals is:

The development and engagement of Ethnic Minority communities using sport that aspires, empowers and builds capacity.

From the consultation it was felt that this strategy is a framework targeted at:
Sporting Equals as an organisation:

To give direction to support regional and local development

Sport in general

To identify a framework as to how sport can increase the participation levels of ethnic minority communities

Local communities

To guide and give examples of good practice to empower communities

Key Drivers to take advice from the Strategy

- Local Authorities (individually and through the emerging sub-regional partnerships)
- National Governing Bodies of Sport (Nationally, regionally and locally)
- Community organisations
- National Government and its agencies such as Sport England
- Ethnic minority regional and sub-regional projects
- Equity agencies

4. Key issues

Key issues for the community development of sport with ethnic minority communities?

From the consultation some key issues emerged as the critical factors that need to be addressed to meet the vision. It was clear that if these issues were addressed then there would be significant improvement in the development of ethnic minority communities through sport.

- 1) **Participation:**
Understanding and addressing the barriers and preferred routes to participation, employment and involvement
- 2) **Culture and religion**
Understanding the nature of beliefs within different cultures and religions
- 3) **Access:**
Addressing issues specifically related to Transport, the physical environment, other people's perception (both the participant and provider), finance and the communication of opportunity.
- 4) **People**
Opportunity for increasing the capacity, capability and self esteem of members of ethnic minority communities – more volunteers, professionals and coaches
- 5) **Empowerment of communities**
Involving communities in the process of developing activity
- 6) **Positive Role models**
The effective use of role models at local, national and international levels to positively influence participation
- 7) **Evidence**
Clear baseline data into levels of awareness and participation

From the consultation it was felt that these issues had not greatly changed over the past twenty years, however some commonality existed to why these have not been fully addressed in the past.

Although identifying a number of practical barriers through the consultation it was generally felt that it fell into four interlinked barriers. Although inappropriate delivery is raised as a specific issue this is seen more of the outcome rather than the specific barrier. Therefore it was felt that the critical barrier is that of lack of understanding which leads to lack of commitment, resources leading to inappropriate or no delivery (see diagram below).

1) Lack of understanding

Through the consultation it was felt that many people, organisations and/or agencies lack an understanding about how to engage and develop ethnic minority communities. It was felt that many agencies act in what they feel are

the best interests of ethnic minority communities, however have a lack of understanding or the people who they purport to represent.

2) Lack of resources

To address the issues it was identified that further resources were needed to be invested to break down barriers. The key issues have not substantially changed over the last 20-30 years and the investment in sport programmes has gone a small way to increasing ethnic minority participation.

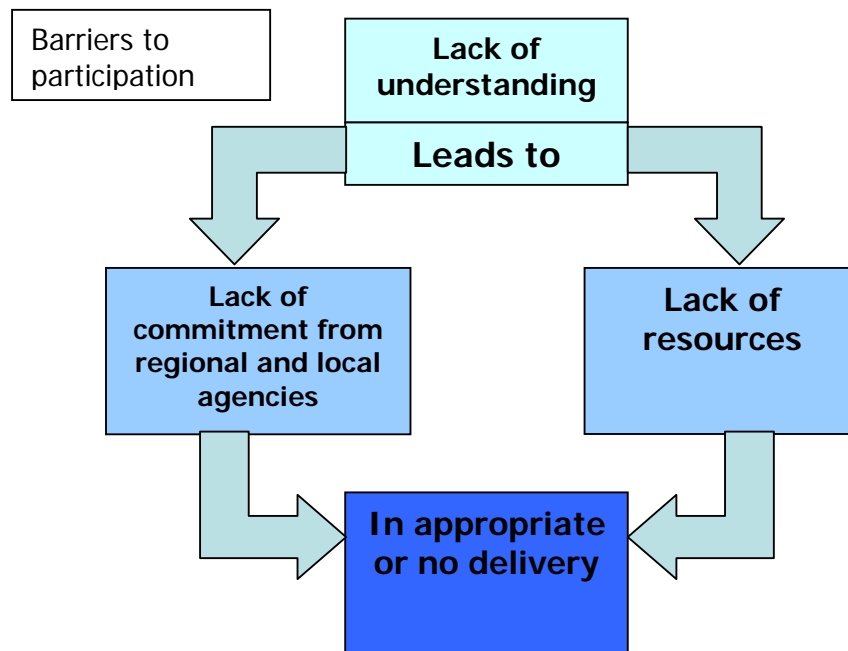
3) Lack of commitment from regional and local agencies

Those consulted felt that even in an environment where greater commitment is perceived from national bodies it appears to be a lack of commitment in both Resourcing and direct positive action from agencies at regional and local level. The lack of baseline data to make informed decision is critical to enable agencies to make commitment of resources and people.

4) Inappropriate delivery

It was felt that much activity has been tried to be targeted at ethnic minority communities yet is inappropriate in its concept and delivery. Much of this is born out of lack of consultation with the communities and consideration to addressing the barriers identified above.

The strategy therefore must address these to improve the quality of provision and involvement of people from ethnic minority communities.



5. AIM

Provide a strategic framework for the development, engagement and empowerment of ethnic minority communities through sport and physical activity.

6. Strategic Goals and Objectives

From the issues identified above, three measurable **Strategic Goals** have been developed. These goals will form the basis for developing specific action to address the identified issues and barriers.

Strategic Goals and the objectives of the Strategy:

Strategic Goal 1

Gaining institutional commitment to policy, resources and implementation

OBJECTIVES

- 1.1 To raise awareness of the issues related to ethnic minority communities
- 1.2 To secure funding for the implementation of the strategy
- 1.3 Implementation of race equality standards within local authorities across England
- 1.4 To seek resources to further support the development of ethnic minority communities
- 1.5 To gain resources to develop the integration of ethnic minority communities and in particular refugees, asylum seekers and migrants
- 1.6 Political engagement at the highest level

Strategic Goal 2

To provide a national framework for regional and local investment and development

OBJECTIVES

- 2.1 To develop a mentoring programme for people from ethnic minority communities
- 2.2 Develop a network of professional sport development staff targeted at the engagement and enhancement of ethnic minority communities through sport
- 2.3 To develop, with Skills Active, a framework for the professional development of development staff working to development ethnic minority communities.
- 2.4 Develop specific projects to enhance partnership working between NGBs and Local Authorities to develop more effective engagement of ethnic minority communities
- 2.5 Develop a network of ethnic minority consultative bodies on a region by region basis.

- 2.6 To show-case the development of the use of role models within communities to enhance participation
- 2.7 Develop a "tool-box" of empowerment and engagement methods and good practice
- 2.8 Develop a training and development programme for ethnic minorities within their own communities..

Strategic Goal 3

To provide clear evidence of awareness and participation levels nationally, regionally and locally.

OBJECTIVES

- 3.1 Develop a clear framework for research into levels of participation, awareness, needs, aspirations and barriers.
- 3.2 To have assessed the benefit and influence of positive ethnic minority role models on participation.
- 3.3 A portfolio of case studies of action that has addressed increased participation and empowerment of ethnic minority communities through sport.

7. Strategic plan

Strategic Goal 1 - Gaining institutional commitment to policy, resources and implementation

Objective	End of 2006 milestone	End of 2007 milestone	What will it look like in 2008	Key Performance Indicators
1.1 To raise awareness of the issues related to ethnic minority communities	Broad circulation of the strategy on Website and circulation to sports organisations and County Sport Partnerships.	Annual report on progress circulated to partners and interested organisations	All major sporting organisations will be aware of the strategy and utilise the document as a framework for development	1. Regular circulations through hard and electronic sources. 2. Presence at national conferences 3. Annual reports
1.2 To secure funding for the implementation of the strategy	To develop a funding and resource strategy to address both traditional and non-traditional approaches.	To submit funding applications to European, national, regional and local organisations to secure funding for regional and local projects.	To have secured elements of funding for the strategy.	4. To have a developed funding strategy gaining funding from a number of sources.
1.3 Implementation of race equality standards within local authorities across England	To have implemented the race equality standards for local authorities with 15 Authorities achieving Preliminary Standard	To have engaged further Local Authorities in the Standards process.	80% of all Local Authorities will have reached Preliminary Standard	5. 80% of Local Authorities achieving Preliminary level of the standard
1.4 To seek resources to further support the development of ethnic minority communities	To develop a number of opportunities and funding applications on a national basis seeking to support the implementation of the strategy.	To have developed a database of available funding sources to local communities. To have utilised the regional forums (2.5) to distribute and enhance this database	To have monitored the uptake of funding opportunities by local ethnic minority communities and have established any barriers to achieving funding.	6. A regularly updated database of funding sources and methods to apply in appropriate forms.
1.5 To gain resources to develop the integration of ethnic minority communities and in	To have the best methods of communication with representative bodies for refugees, asylum seekers	To have identified funding sources to address the sporting needs of refugees, asylum seekers and	To have provided support at a national level with organisations supporting refugees, asylum seekers	7. To have identified the best method to communicate and address the sporting needs of

Objective	End of 2006 milestone	End of 2007 milestone	What will it look like in 2008	Key Performance Indicators
particular refugees, asylum seekers and migrants	and migrants	migrants. To have developed an action plan for circulation of these sources through the regional forums. i	and migrants.	refugees, asylum seekers and migrants
1.6 Political engagement at the highest level	Sporting Equals Management Board to be briefed and engaged in high level political lobbying with members of Parliament.	To have evaluated the impact of political lobbying from the Management Board	To enter into a series of specific actions related to lobbying.	8. To have raised the profile of Sporting Equals in the national political arena

Strategic Goal 2 - To provide a national framework for regional and local investment and development

Objective	End of 2006 milestone	End of 2007 milestone	What will it look like in 2008	Key Performance Indicators
2.1 To develop a mentoring programme for people from ethnic minority communities	Design and develop a mentoring programme for people from ethnic minorities for sporting organisation.	Implement mentoring programme with 10 national and 10 regional sports organisations to develop people from ethnic minorities	A mentoring framework for people aspiring to gain voluntary position of responsibility in sports organisations.	9. To have 20 people from ethnic minority background who have been mentored into positions of regional and national sporting organisations.
2.2 Develop a network of professional sport development staff targeted at the engagement and enhancement of ethnic minority communities through sport	Working with other equity partners and sport England identify the key needs on a region by region basis following the completion of the regional research.	To have established a network of regionally based professional staff working strategically to enhance community development work with ethnic minority communities	A mature network of professional staff working to develop ethnic minority communities through sport.	10. A relevant network of professional staff working strategically on a regional basis as part of a national network.
2.3 To develop with Skills Active a framework for the professional development of development staff working to development ethnic minority communities.	Modified job descriptions and person specifications to take into account Skills Active research into community development	To have developed a training and development framework to develop professional staff working within or aspiring to working with ethnic minority communities.	A framework of competences and standards specific to the needs of professional staff working within ethnic minority communities	11. A competence and development framework for professional staff working with ethnic minority communities in sport.
2.4 Develop specific projects to enhance partnership working between NGBs and Local Authorities to	To have implemented the Invest to save project with a project management team and met year one targets of engagement with	To have implemented the year two targets with clear monitoring information. To have developed and delivered training	To have implemented year three targets and have developed a series of partnerships with a series of employment opportunities for	12. 10 projects with Local Authorities and NGBs working collectively to support employment opportunities within ethnic

Objective	End of 2006 milestone	End of 2007 milestone	What will it look like in 2008	Key Performance Indicators
develop more effective engagement of ethnic minority communities	communities through the conclusion of research into specific ethnic minority communities	programmes to NGB and Local Authorities.	people from ethnic minority communities.	minority communities.
2.5 Develop a network of ethnic minority consultative bodies on a region by region basis.	To have established 9 regional ethnic minority forums consisting of race equity projects (sporting and non-sporting) with clear terms of reference	To have established nine regional action plans for the development of communities through sport with reference to relevant regional sport strategies.	Evaluate the effectiveness of these regional bodies to exchange good practice and take a coordinated approach to addressing the needs of ethnic minority communities	13. To have nine established regional based race equality forums.
2.6 To show-case the development of the use of role models within communities to enhance participation	Develop an action plan following the outcomes of the research identified in 3.2	To have identified national and local role models and utilised the regional and national sports recognition awards to ensure they are nominated	To develop a marketing strategy utilising positive role models	14. To have a clarity as to the benefit of role models in developing participation of ethnic minority communities
2.7 Develop a "tool-box" of empowerment and engagement methods and good practice	Develop a method of receiving and recording best practice. Integrate with the Communications Strategy to ensure best practice is shared and available.	Enhance communication of best practice to key decision makers.	A well develop series of different examples of best practice available in both hard and electronic format	15. Broad awareness of best practice in Sports Community development of ethnic minority communities. 16. Integrated Communications Strategy.
2.8 Develop a training and development programme for ethnic minorities within their own communities.	Through the research carried out a local level establish a training programme to support local leaders with ethnic minority groups to take up coaching and leadership education.	Develop standards for people to aspire to ensuring that people from disadvantaged backgrounds have access to these opportunities	An active training programme supporting people from ethnic minority backgrounds into coaching and leadership	17. An increase in the number of people from ethnic minority communities gaining coaching awards and subsequent employment opportunities.

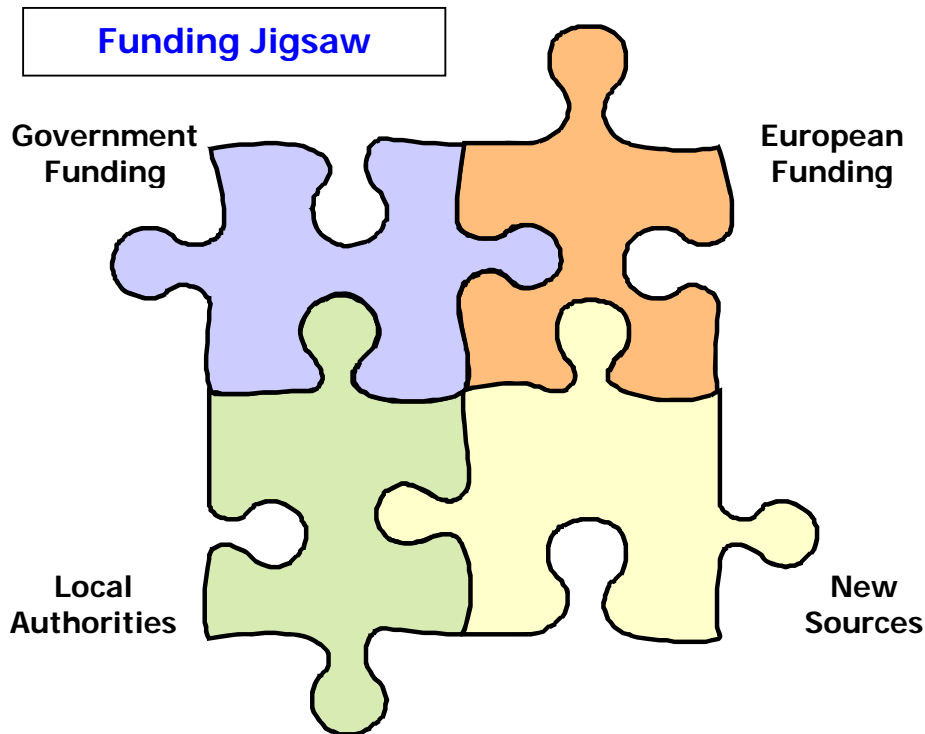
Strategic Goal 3: To provide clear evidence of awareness and participation levels nationally, regionally and locally.

Objective	End of 2006 milestone	End of 2007 milestone	What will it look like in 2008	Key Performance Indicators
3.1 Develop a clear framework for research into levels of participation, awareness, needs, aspirations and barriers.	To have an agreed research framework to identify levels of participation, All regions have carried out the research and established priorities for the region.	Regional research compiled into national statistical analysis. Detailed individual research agreed for specific communities	Clear evidence on a national, regional and local basis that is influencing the development of specific action to empowering communities to take	18. A consistent approach to research into awareness and need for sport by ethnic minority communities.
3.2 To have assessed the benefit and influence of positive ethnic minority role models on participation.	To establish a research project to identify the influence of role models on sports participation	Publish the results of the study and develop an action plan to maximise the resultant recommendations	To have identified the effect of role models at a national and local level on participation	19. To have identified the extent of role models and their influence on ethnic minority sports participation.
3.3 A portfolio of case studies of action that has addressed increased participation and empowerment of ethnic minority communities through sport.	To develop a template for the recording of good practice that can measure longitudinal influence on empowering communities	To develop hard and electronic versions of the case studies	To have a web based portfolio of case studies that are consistently updated	20. A series of case studies describing the benefits of empowered communities.

8. Resource implications

Resources are crucial for the effective implementation of the Community Development Strategy for sport. While the involvement of ethnic minority activists, coaches and volunteers is unpaid, the infrastructure development process for community development work has to be supported by funding and other resources.

A matrix or jigsaw of funding will have to be developed and this will inevitably be both through a structured and opportunistic approach.



- European Union Funding -
- Government Funding – the Home Office, Office of the Deputy Prime Minister, Department for Culture Media and Sport, Department for Education and Science, Community Empowerment Fund, Neighbourhood Renewal Fund, Skills Active, Sport England, the Commission for Racial Equality, Regional Government Offices
- Local Authorities – Sport and Leisure, Education, NRF, PAYP, LSC
- New Sources - An opportunistic approach to new opportunities

It is essential to secure resources from strategic partners from a number of sources. Regional Development Agencies, Government Offices, Regional Sports Boards, Cultural Consortia, etc will be essential to achieve this. However this must be in a strategic, systematic approach to ensure that the opportunities that arise are maximised.

The development of our work on Promoting Racial Equality through Sport: A Standard for Local Authority Sport and Leisure will enable strong liaison to be developed leading to established partnerships.

However, longer term planning must be entered into to secure funding from the European Union and this must be systematically planned. In addition new opportunities will arise from time to time and Sporting Equals must be in a position to seek funds to support the needs of the strategy. It is essential that this opportunistic approach is to seek funds to deliver the strategy and not on new initiatives.

The strategy implementation will be managed by the Sporting **Equals National Community Development Manager**. The role will be to coordinate the strategy implementation and ensure that the milestones are met with ongoing monitoring and sound evaluation.

9. Monitoring and evaluation

The project will be measured by a number of different methods. Measurable outputs assessed on a yearly basis against the yearly Milestones and the 20 Key Performance Indicators of:

1. Regular circulations through hard and electronic sources.
2. Presence at national conferences
3. Annual reports
4. To have a developed funding strategy gaining funding from a number of sources.
5. 80% of Local Authorities achieving Preliminary level of the standard
6. A regularly updated database of funding sources and methods to apply in appropriate forms.
7. To have identified the best method to communicate and address the sporting needs of refugees, asylum seekers and migrants
8. To have raised the profile of Sporting Equals in the national political arena
9. To have 20 people from ethnic minority background who have been mentored into positions of regional and national sporting organisations.
10. A relevant network of professional staff working strategically on a regional basis as part of a national network.
11. A competence and development framework for professional staff working with ethnic minority communities in sport.
12. 10 projects with Local Authorities and NGBs working collectively to support employment opportunities within ethnic minority communities.
13. To have nine established regional based race equality forums.
14. To have a clarity as to the benefit of role models in developing participation of ethnic minority communities
15. Broad awareness of best practice in Sports Community development of ethnic minority communities.

16. Integrated Communications Strategy.
17. An increase in the number of people from ethnic minority communities gaining coaching awards and subsequent employment opportunities.
18. A consistent approach to research into awareness and need for sport by ethnic minority communities.
19. To have identified the extent of role models and their influence on ethnic minority sports participation.
20. A series of case studies describing the benefits of empowered communities.

Measurement methods

The strategy will utilise a number of methods to measure the progress of the implementation. These will include:

- Performance management of the professional staff
- Research projects
- Monitoring from local and regional projects
- Quarterly reporting to the Sporting Equals management Board