



Equality Review and Action Plan

BRITISH ORIENTEERING: EQUALITY & INCLUSION POLICY

Objectives

- To make orienteering an activity that is open to anyone who wishes to take part in whatever capacity
- To provide the framework for everyone to enjoy orienteering, in whatever role the individual desires
- To ensure that the services offered by British Orienteering, including training schemes, are accessible to all, whether under-represented in the past or not

Policy

British Orienteering is committed to treating all people fairly and providing equality of opportunity. British Orienteering aims to ensure that all people irrespective of age, gender, ability, race, religion, ethnic origin, creed, colour, social status or sexual orientation have a genuine and equal opportunity to participate in orienteering at all levels and in all roles. This includes job applicants, employees, participants, volunteers and spectators. No person will be deliberately placed at a disadvantage.

Implementation

British Orienteering will:

- Promote this policy and commitment to it to all employees, members and volunteers
- Require employees, members and volunteers to respect, act in accordance with, and thereby support and promote the spirit and intentions of this policy
- Ensure there will be open access to all its services
- Eliminate the effects of prejudice against any group by adopting a planned approach to removing barriers which create inequality or discrimination
- Monitor and review British Orienteering's selection criteria and procedures in relation to participation and employment to ensure people are treated solely on the basis of merits and abilities which are appropriate to the position
- Recruit, select, promote and train all personnel working for or on behalf of British Orienteering on the basis of merit & ability and by adapting facilities and equipment where necessary
- Meet its obligation to make training opportunities available to all employees and volunteers
- Make every reasonable effort to prepare, produce and market materials that are produced by British Orienteering appropriate for all persons in respect of language, format and style
- Modify any existing rules and regulations that may inhibit the inclusion of any groups, provided this does not result in the deterioration of equality required by British Orienteering
- Adopt a planned approach to taking positive action towards groups which are currently under-represented in the employees, volunteers, membership, and orienteering in general

British Orienteering will operate with due regard to all relevant legislation¹ or any subsequent amendments or re-enactments thereof.

Monitoring & evaluation

- British Orienteering will regularly monitor and evaluate the policy, practices, procedures and operations and inform employees, members and partners of their impact and of any resulting recommendations
- Council delegates responsibility for implementation of this policy to the Chief Executive and monitoring progress to the Management Committee

British Orienteering regards discrimination, harassment or victimisation as serious misconduct and likely to bring the sport into disrepute. Thus, any complaint on any of these grounds against employees will be dealt with under the Disciplinary Rules and Procedures. Any complaint on any of these grounds against any other person will be dealt with under Bye-Law 1 of British Orienteering's Articles of Association.

Adopted by Council – Jan 2007

¹ Equal Pay Act 1970; Rehabilitation of Offenders Act 1974; Sex Discrimination Acts 1975, 1986, 1999; The Race Relations Act 1976; Equal Value Amendment Regulations 1983; The Disability Discrimination Act 1995; Human Rights Act 1998, 2000; Employment Protection (Consolidation) Act; Gender Recognition Act 2004

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About British Orienteering

Background to the governing body for orienteering

British Orienteering is the officially recognised national governing body for the sport of orienteering in the United Kingdom. It was formed in June 1967, and became a company limited by guarantee in 1982 (Registered in England & Wales at Company House, Company No. 01606472).

British Orienteering is a Federation of 13 constituent associations - Scotland, Wales, Northern Ireland, nine English regions - each responsible for orienteering within its area; plus the British Schools Orienteering Association (BSOA). British Orienteering is a member of the International Orienteering Federation (IOF) based in Helsinki, Finland.

Uniquely, British Orienteering is a national governing body where every elected official, at all levels, is an active participant. Orienteering is a sport governed by orienteers for orienteers.

Membership & Participation

British Orienteering has about 130 member clubs in its 12 association areas. About half of these are closed, e.g. University clubs or services clubs, the other half have open membership; in addition there are over 200 BSOA member schools. Clubs and Associations are autonomous in their governance with British Orienteering being accountable to the members direct. The total membership is approximately 11,000 individuals, classified as Senior, Junior or Family units. Participation in the sport is now increasing from what has been a fairly constant level held over the last few years.

National Office & Staff

Most of British Orienteering's paid staff work out of the National Office; a newly converted engineering works just off the A6 in Darley Dale; about half way between Matlock and Bakewell; just outside the Peak District National Park. It is a busy but friendly place. Most members who contact us do so by phone or e-mail, but people are welcome to call in at any time. The national office was moved to the current premises in May 2006, which was the fourth change in office premises since British Orienteering moved to the Matlock area. Staffing includes: CEO (Full Time), Accounts Manager (FT), Membership Administrator (FT), Executive Office Administration (FT), Marketing Manager (3 days per week), Development Manager (3 days pw), Regional Development Officers (8 people for 1 day pw) and in the World Class Team a Performance Director (FT), Start & Potential Manager (FT) and World Class Administrator (3 days pw). This equates to 6.8 full time equivalent staff working on membership, governance and development with a further 2.6 full time equivalent staff working in the World Class programme.

Each staff member has a diverse role which covers many aspects of the business, as an example the Chief Executive role is divided between governance, managing staff, child protection policy design and implementation, equality policy design and implementation, strategic and operational planning, and grants administration as well as many other core duties.

Funding

British Orienteering is a company limited by guarantee (Reg.No.1606472) and has members rather than shareholders. British Orienteering has reserves of about £300,000, although £75,000 is in restricted funds to be used only for specific purposes (mostly to support junior orienteering), and a further £10,000 in fixed assets, consequently the useable reserves are approximately £215,000.

British Orienteering currently manages a budget of just under £800k a year. Over three quarters of this is either Exchequer (taxation-funded) or Lottery grants from UK Sport and Sport England. The Lottery money funds the three World Class programmes: Performance, Potential and Start. The exchequer grant from UK Sport meets most of the executive staff costs; Sport England provides funding for the development of orienteering within England.

British Orienteering's money comes from membership fees (around £85,000 a year), and the event levy and major events (British Championship and JK Orienteering Festival) profits (around £95,000 a year).

Leadership & Governance

A Board of 10 Directors has, from Easter 2008, replaced a Council of 21 members and is the highest decision making authority in British Orienteering. The Board meets 5 times a year and consists of 9 elected directors and the Chief Executive. The Board's primary role is to safeguard the business and make strategic decisions although it also monitors operational decisions supported by various standing committees.

In day to day terms British Orienteering's effectiveness as a governing body is dependent on the focused efforts of the staff and the effective use of the funding received. Policy implementation within British Orienteering reflects the limited resources of the national office. Governance, administration, planning and guidance at a national level are delivered through the national office, while the decentralised association and club structure meets the needs of members at a regional and local level.

Inevitably the limited capacity of British Orienteering results in policy design and implementation being a longer term process – sometimes longer than the time it takes the larger governing bodies to implement. This should not be interpreted as any reticence on the part of orienteering to be involved, far from it, equality is firmly established in the roots of orienteering and the governing body is fully committed to equality and inclusion. However, realism over the resources available dictates that implementation may take longer than we would like.

The club and association scenario is totally dependent on volunteers and those we expect to commit to training and member support do so in their own time and of their own will. These volunteers are a valuable resource and we try to take great care to keep them working within our sport – without their commitment the number of events staged by clubs would decline quickly. Volunteer overload is a significant factor in the ongoing development of orienteering and considerable thought is put into the way in which we balance our requirements of volunteers with their ability to commit time to the sport.

Commitment to Equality

British Orienteering demonstrates its commitment to equality

British Orienteering is committed to developing equal opportunities for members and non-members alike and has continued to demonstrate this since the first Equity Policy was adopted in 1997. Since then the policy has been updated and approved by Council on 3 occasions the most recent version being approved in January 2007 and is included at the beginning of this document.

British Orienteering has spent almost a year refining a vision for orienteering across the UK, the consultation has involved all members and many of the partners we work with. The vision states:

More People, More Places, More Podiums (MP³)

The vision statement encompasses three threads crucial to the future of British Orienteering and widely supported through the consultation period: (a) expanding the numbers of people aware of, participating in, and assisting as volunteers in, orienteering; (b) widening the range of places where orienteering takes place and (c) winning more places on podiums at international competitions.

A set of 7 value statements for British Orienteering were also agreed and include:

'Inclusiveness – We will ensure not only that our sport has no barriers to involvement, but we will also seek actively to interest and involve under-represented groups'

British Orienteering makes a clear commitment to address all the matters, direct and indirect, relating to equality and inclusion.

Orienteering is changing and the mp3 vision has been developed through an extensive consultation process that has recognised the need for equality and inclusion and providing all participant and potential participants with fun and enjoyment in a safe yet challenging environment.

The commitment of the primary decision-making apparatus in British Orienteering, the Board of Directors and the pre-cursors of Council and Management Committee, to equality and inclusion is clearly demonstrated by all meetings having Equality as an agenda item. The meetings update members on progress in implementing the equality and inclusion action plan and take all major strategic decisions.

British Orienteering recognises that a significant amount of work remains to be implemented. A large part of this will be to investigate ways in which barriers can be removed and a wider cross-section of the population introduced to orienteering and retained as participants in orienteering.

The 'strap line' British Orienteering use is:

"Orienteering is a challenging outdoor adventure sport enjoyed by people of all ages, abilities and backgrounds."

This is placed on all materials and communications leaving the British Orienteering office and expresses the wishes of the membership to make orienteering a sport available to all. Similarly British Orienteering makes a clear commitment to tackle all forms of discrimination and harassment and to promote equity and equality throughout the sport.

There is however, recognition of the limited resources available to British Orienteering to develop and integrate our Equality work and we would ask that consideration as to the size and limited resources available to British Orienteering is given.

Experience since 1997, reinforced by the recent equality audit, suggests that the primary equality challenge facing orienteering is to become attractive to black and ethnic minorities based around towns and cities, this opportunity will not be taken until orienteering is able to be offered to urban populations locally. This change from orienteering being a sport traditionally enjoyed in 'extreme' terrain to orienteering being offered in or close to urban areas is a deep seated change in attitudes and behaviour for orienteers; I am glad to say it is a step change that is now being made. Consequently, although we look with some envy at the Equality work delivered in some of the major sports, we are now able to say that the step change required to make orienteering a sport friendly to black and ethnic minority groups is taking place – a fundamental change few sports can match.

Similarly with Trail-O the version of orienteering for the physically challenged, gradually this version of the sport is being rolled out. For several years it has been an international discipline however the take up within the UK has generally been quite low and often based on activities around particularly facilities and partnerships. Slowly mainstream events have begun to offer Trail-O although there is considerable work is required to support this activity.

Committing to implementing a successful environment of equal opportunities, British Orienteering have developed a comprehensive Equality Action Plan and training schedule, which is being promoted through Focus the in-house magazine and the British Orienteering web site. An equality case management group has been commissioned which consists of management committee members and staff and is intended to integrate equality at the highest level of the organization.

Strengths and Weaknesses

What are the strengths and weaknesses of orienteering in regard to equality?

In terms of current status of equality British Orienteering is focused on grasping every opportunity to reach into the community; clubs are now running successful events to encourage inclusivity. A small Trail Orienteering workforce are actively creating orienteering opportunities although there is need to increase this activity at all levels. There is a very active female participation base within all levels and aspects of orienteering although female representation on the Board and on some committees and group could be increased. We are now beginning to embark on the path of encouraging our clubs to run more schemes to reach out to the Black & Ethnic Minority (BME) community on a regular basis.

In equality terms a summary of the strengths of the sport of orienteering are:

Disabilities:

- The disciplines in orienteering include Foot-O, Ski-O, Mountain Bike Orienteering and Trail-O and provide a wide range of opportunities to people.
- Trail-O (Trail Orienteering which offers the ability to travel around a course picking controls from a path) meets the needs of many disabled groups including those that are wheelchair bound.
- Dave Gittus, a member of British Orienteering, won Gold Medal at the 2006 World Trail-O Championship (Paralympic class) and whilst he was disappointed with his 5 place in 2007, British Orienteering was well represented with all 3 performers in the top 10 in the 2007 World Championships
- Many people that are not fully able including those people hard of hearing or visually impaired are able to compete in the full sport and do so very successfully, for example the Lithuanian, Tomas Kuzminskis who is totally deaf, runs for the Lithuanian fully able World Championship team and is ranked 117 in the world. The Great Britain Deaf Orienteering team won four medals, including two golds, at Open Nordic-Baltic Deaf Orienteering Championships, held near Horsens in Denmark on 22nd-24th June 2007. In Friday's Long Distance event, Ian Ditchfield (MV) was first and Peter O'Connell (EBOR) second and these positions were repeated in Sunday's Sprint. We were less successful in Saturday's Relay, running in the open class with Lee Kemp (SO).



Peter O'Connell crosses the finish line in the Long Distance event (Courtesy Ian Ditchfield)

Event web site: <http://www.deaforienteering.org/NBDOC/Forside.htm>.

Physically less-abled:

- Foot Orienteering (Foot-O) people can compete at their own level through a variety of mechanisms: colour coded events (White at 1 to 1.5km through 8 levels to Brown at 7.7 to 10km), age class (male/female, U10s to U20 at 2 year age gaps, 21 which is open, 35 through to 90 in classes of 5 year gaps), individual/team events
- Physically, each individual can decide if they want to run and try to win or jog/stroll/walk and enjoy the activity in a more leisurely manner – this includes many less-abled people including partially sighted, deaf, people with artificial limbs etc
- It is a mental challenge to navigate a course and mental aptitude can make up for physical ability

Age:

- The membership scheme encourages families to join at a reduced rate; it is a family sport, at a recent Easter Festival (Jan Kellstrom 2007) there was evidence of young children competing on their own or with a parent/friend and mothers competing with pushchairs!
- Orienteering is a sport growing in popularity in the education sector.
- Age Classes (as described above) provide all ages with the opportunity to compete against people of similar age – if they want.
- The colour coded courses offered at most events provide all competitors with courses that have a length and technical difficulty that meets their needs – colour coded courses have proved very successful and the use of such courses will be widened with the new competition structure.

Rural communities:

- Orienteering currently provides for rural communities in a way many sports are envious of.

Black & Ethnic Minorities:

- All newcomers of whatever ethnic or minority group are genuinely approached as future members and made welcome.
- Orienteering is now being offered to urban communities and is a relatively inexpensive leisure activity.

Gender:

- The number of girls and women taking part in orienteering is approximately 45% of the membership up to the age of 45; after then the gap gradually widens with the number of men falling off slowly but women participating decreasing at an increasing rate.

People with Mental Health difficulties:

- Several clubs are working with groups to help people develop both mental and physical skills. Examples are, Fulbourn Hospital and Community Mental Health Services based in Sawston, Cambs.

Adults & Children with Learning Difficulties:

- Using orienteering to help children and adults with severe and moderate learning difficulties is challenging but rewarding work, one of British Orienteering's Regional Development

Officers, Helen Errington, is leading this work with examples of pilots based around the Simon Balle School in Hertfordshire.

Visually Impaired People:

- Work with Braille maps and large size maps is going on in a variety of areas including Rawcliffe Bar Country Park near York which has been one of the driving projects for this work.

Of course there are weaknesses that orienteering is seeking to address:

- As previously mentioned the sport has traditionally taken place in rural areas, often quite wild areas that are difficult and costly to get to. This has excluded many participants from black and ethnic minorities based around urban areas. British Orienteering and its membership is still working to breakthrough into these communities.
- There is a significant learning curve people have to overcome in order to be able to enjoy orienteering in the wild.
- People in the sport have not, in general, been proactive in seeking new members, it has often been a case of handing out leaflets or placing adverts in local papers and waiting for them to turn up at an event.
- Due to lack of time and the overload on the volunteer workforce most clubs do not 'chase' people who turn up for a session, consequently many people who try orienteering are not persuaded to return.
- Trail-O needs to be offered at an increased number of events.

The updated Strategic Plan 2005/09 identifies the way in which these weaknesses will be addressed and provides a clear pathway to achieving increased membership/participation across the population as a whole including the focus groups. The advent of 'Urban-O' with the use of street orienteering, park orienteering and sprint orienteering are already changing the face of orienteering, bringing the sport to urban areas; an example being the 'Seaside Scramble' based around the sea front and city centre of Scarborough in East Yorkshire, it was a popular event with over 500 participants. Photos and results can be found at <http://www.seasidescramble.org.uk/>

Equality Survey 2007

Results of a survey into Equality of (a) new (for 2007) British Orienteering members, (b) British Orienteering staff and (c) British Orienteering Council Members (Key committee members). Coaches and international figures have been extracted from the current database.

The new website will gather this information for all orienteers as they renew each year as from 1 Jan 2008 and will provide a greater quantity of data.

Ethnicity/ Religion/ Disability	New Members		Staff		Council Members		Coaches		International Start, Potential & Performance		UK Population 2001 Census
	Total	%	Total	%	Total	%	Total	%	Total	%	%
Total sent	456	-	31	-	20	-					
Total returned	325	71%	24	77%	15	75%	1,729		41		
Ethnicity											
Not answered	4	1%	0	-	0	-					
White											92.1%
English	238	73%	19	79%	9	60%	1,532	89%	26	63%	
Irish	4	1%	1	4%	1	7%	25	1%	0	0%	
Scottish	30	9%	1	4%	3	20%	138	8%	12	29%	
Welsh	9	3%	1	4%	2	13%	34	2%	3	7%	
Other	29	9%	2	8%	0	-	0				
Mixed											1.2%
White & Black Caribbean	1	0.3%	0	-	0	-	0		0		
White & Black African	1	0.3%	0	-	0	-	0		0		
White & Asian	3	0.9%	0	-	0	-	0		0		
Other	0	-	0	-	0	-	0		0		
Asian or Asian British											
Indian	3	0.9%	0	-	0	-	0		0		1.8%
Pakistani	1	0.3%	0	-	0	-	0		0		1.3%
Bangladeshi	0	-	0	-	0	-	0		0		0.5%
Other	0	-	0	-	0	-	0		0		0.4%
Black or Black British											
Caribbean	0	-	0	-	0	-	0		0		1.0%
African	0	-	0	-	0	-	0		0		0.8%
Other	0	-	0	-	0	-	0		0		0.2%
Chinese or other Ethnic Group											
Chinese	1	0.3%	0	-	0	-	0		0		0.4%
Other	1	0.3%	0	-	0	-	0		0		0.3%
Religion											
None	89	27%	10	42%	6	40%					14.9%
Christian	181	56%	14	58%	8	53%					71.6%
Buddhist	1	0.3%	0	-	0	-					0.3%
Hindu	2	0.6%	0	-	0	-					1.0%
Jewish	0	-	0	-	0	-					0.5%
Muslim	2	0.6%	0	-	0	-					3.0%
Sikh	2	0.6%	0	-	0	-					0.6%
Other	0	-	0	-	0	-					0.3%
Do not wish to disclose	48	15%	0	-	1	7%					7.8%

Ethnicity/ Religion/ Disability	New Members		Staff		Council Members		Coaches		International Start, Potential & Performance		UK Population 2001 Census
	Total	%	Total	%	Total	%	Total	%	Total	%	%
Disability											
Not considered disabled	316	97%	23	96%	13	86%	1,712	99%	41	100%	
Visual impairment	2	0.6%	0	-	0	-	5	0%	0		
Hearing impairment	2	0.6%	0	-	0	-	9	1%	0		
Physical impairment	1	0.3%	0	-	1	7	3	0%	0		
Learning disability/difficulty	3	0.9%	1	4%	0	-	0		0		
Other	2	0.6%	0	-	1	7%	0		0		
Gender											
Male	-	-	10	42%	12	80%	1,086	63%	22	54%	48.7%
Female	-	-	14	58%	3	20%	643	37%	19	46%	51.3%

Equality Survey Findings

After analysis and consideration of the survey results the following conclusions can be drawn.

New Members

The main areas of concern from the new membership data are the deficits shown in numbers of Asian/Asian British and Black/Black British people joining British Orienteering. Compared to the population as a whole, Asian/Asian British people constitute only 1.2% of new membership figures compared with 4% of the population. There is a similar deficit for Black/Black British new members. In 2007 there were no new Black or Black/British members of British Orienteering whereas the figure for the whole population is 2%.

The new membership figures suggest that with regard to ethnicity, British Orienteering compares well with the whole population with numbers of White, Mixed Race and Chinese.

The major cause for concern with regard to religions represented is the deficit in numbers of Jewish and Muslim new members. British Orienteering had no new members of Jewish religion in 2007. Similarly, only 0.6% of new members were Muslim, compared to 3% of the population as a whole.

Orienteering is an activity that can cater well for people with disabilities. Of new members, a total of 3% reported some kind of disability. This highlights the suitability of Orienteering as a sport that caters for many varying impairments. However there is need to provide further support to Trail-O and encourage the offering of suitable courses in conjunction with more events.

Staff

The major area of concern with regard to the staff statistics is that 100% staff members are White. There are no Mixed, Asian, Black, Chinese or other races represented.

This is unfortunately also reflected in the religion statistics, 42% of staff classified themselves as atheist and a further 58% are Christian. There are no other religions represented within the staff.

With regard to disability in the workplace, only one staff member reported a disability.

Council members

A survey of the Board membership will be completed during 2008 however the now defunct Council did represent a similar picture with regard to ethnicity and religion. 100% of Council members were White. There are no Mixed, Asian, Black, Chinese or other races represented. This is important to note as Council and now the Board is the decision-making body within British Orienteering and is made up entirely of people of White ethnicity.

40% of Council members classified themselves as atheists and a further 53% as Christian. The remaining 7% did not wish to disclose their religions however this still means that there are no people declared as Buddhist, Hindu, Jewish, Muslim, Sikh or any other religions represented on the highest authoritative body within British Orienteering. This is unlikely to change with the development of Council and Management Committee into a Board of Directors.

Council compared well to new members and staff with regard to disability rates. 14% of Council members reported a disability of some form. This shows the inclusive nature of Orienteering, especially Council, and hopefully ensures the needs of disabled members are considered and met by the decisions British Orienteering make.

The statistics for the gender percentages represented on Council do not read as favourably. 80% members of Council are male and only 20% female. Therefore the majority of those making strategic and operational decisions within British Orienteering are male. As Orienteering is a sport open to both men and women, and of the membership as a whole (approximately 11,000) 40.3% are female and 59.7% male, the decision-making body should reflect this more closely.

Coaches

The mix of male/female coaches almost matches (+/- 3%) the overall membership of British Orienteering. This is a significant strength in that many sports reflect the difficulty of engaging women in coaching activities.

The same issues regarding the lack of coaches from ethnic minorities are reflected.

International

By the very nature of international competition the mix of male/female athletes is very close and it has been a point of discussion amongst the international programme as to whether there should be selection of equal numbers of men/women. After discussion the international committee have agreed that flexibility should be available to selectors to select differing numbers of men/women and reflect the strengths of a particular group of athletes.

The international programme reflects the same concerns regarding the ethnic mix of athletes as does the membership in general and requires thought as to how positive role models from other ethnic groups can be developed.

There are considerably more Scots involved at international level probably a reflection of the excellent and challenging terrain to be found in Scotland and the support provided by Sport Scotland to develop a junior international development group.

Policies, Procedures and Plans

An audit of the policies, procedures and plans of British Orienteering has demonstrated that there is still considerable work required in order to integrate the Equality Policy (and Safeguarding Children & Vulnerable Adults Policy) fully. Examples of where this has commenced are:

a) Work on the International Selection Policy where a review group recently identified ways in which the policy should be improved to clarify some equality issues;

b) The need for the consideration of disabilities to be integrated into several policies and procedures;

c) Consideration to the repatriation of offenders to be integrated into selection and recruitment policies.

There are other areas to be addressed which reflect the amount of work that has been undertaken by Council and staff over the last 18 months to bring up to date a wide range of policies, procedures and plans.

Orienteering Literature

The corporate logo was changed in 2006 and a significant amount of work went into not only changing the logo but reviewing all the marketing literature and other literature produced and used by British Orienteering. An audit of this material during 2007, after these major changes, has demonstrated that much of the material is now 'equality aware' and can be considered examples of good practice. An example of this is the thought and consultation that went into the choice of font and font sizes for the corporate material to make it more appropriate for the visually impaired.

There is still work to do to continue to demonstrate equality principles and to maintain currency of the materials however this is on going and has recently included a significant amount of work to revamp the entire web site.

Major issues:

1. The inclusion of more members from the ethnic minorities and particularly black and Asian populations in all aspects of orienteering.
2. The increase of females on Council.
3. Continued effort to update policies, procedures, plans and literature and ensure they are 'equality aware' and integrated.

Limitations to participation

What are the barriers to orienteering reflecting better the UK population's diversity?

British Orienteering conducted research which was distributed to all new members, with a return rate of 71%. This is considered a fair representation of our members but does not reflect the entire participant base which is estimated at 200,000 people in 2006. Non-members include people who take part in schools (membership of British Schools Orienteering Association is by school rather than participant), on a one off or infrequent basis, on permanent orienteering courses, on holiday excursions or through outdoor education centres.

Access to orienteering, for non-orienteers, is restricted by a lack of suitable events held at local venues and with a frequency that meets the needs of participants. With over 55% of all schools in England and Wales offering orienteering these are limitations that we are working to address over the next few years.

Recent conversations and meetings with various ethnic and urban groups indicate that the constraints to participation are:

- Lack of local events with 20 minutes travel (public transport) of urban populations – related to the availability of volunteers to stage events
- The big leap for children to go from orienteering on or close to school premises to meeting at a map grid reference for a club event.
- Frequency of local events, people indicating that once a week would be appropriate
- The need for a regular meeting place that is the same for each event and has the necessary changing and café/social facilities
- Lack of promotional materials informing populations of events
- Lack of information about *how* to orienteer
- Traditional orienteers not recognising the need for urban orienteering
- Cost, particularly of travel to events
- Lack of perceived skills, experience and physical fitness

Location of Clubs

Clubs in orienteering are primarily event organising groups and many clubs have responsibility for a large area of the country, often county size; for instance in England there are 34 counties and 46 unitary authorities with 64 orienteering clubs, in Northern Ireland 26 Councils and 3 clubs, Scotland 32 Councils and 19 clubs and in Wales 22 Councils and 5 clubs.

Clubs stage events and members from any club can attend these events. Members tend to limit their travel times to events depending on the quality of the terrain and the quality of the club organisers and planners. Many people will regularly travel for up to an hour to reach an event where as the average time taken by people to participate in their sport is around 20 minutes or 5km. It is clear from this that accessibility is the key factor to increasing participation.

Cost of participation

The average cost for a local event is around £4 for seniors (21 and over) and £2 for juniors (under 21). This is on top of the cost of travel to get to the event and any kit that may be required.

The traditional equipment needed to orienteer is a compass (from £5), a whistle (50p, in case you get lost or need to summon assistance!). Maps are provided to participants. Clothing can be any type of exercise wear and a pair of trainers preferably designed for running.

Equality Action Plan 2007 to 2012 – Overview

Overview of the Equality Action Plan for orienteering



<p style="text-align: center;">Phase 1</p> <p style="text-align: center;">Audit</p>	<p style="text-align: center;">Phase 2</p> <p style="text-align: center;">Plan</p>	<p style="text-align: center;">Phase 3</p> <p style="text-align: center;">Delivery</p>	<p style="text-align: center;">Phase 4</p> <p style="text-align: center;">Review</p>
<ul style="list-style-type: none"> • British Orienteering is aware of its current profile and position in terms of equality • British Orienteering understands the issues and barriers faced by under-represented groups in participating in orienteering • Weaknesses in current status of equality are identified • Specialists in equality in each of the three main target groups are consulted with regarding audit and analysis 	<ul style="list-style-type: none"> • Develop a robust action plan for equality which all staff, volunteers and key stakeholders understand and have had opportunity to input to • All staff and volunteers within British Orienteering understand the principles of equality and their role in delivering against the action plan • Feedback on the action plan is sought from: <ul style="list-style-type: none"> - the membership - bodies dealing with equality - focus groups - community groups • Action Plan is distributed widely to members, partners and targeted community groups • Ensure all staff and key volunteers have an awareness of the sport equity policies and action plan 	<ul style="list-style-type: none"> • Accountability for sports equity is set at the highest level in British Orienteering • British Orienteering demonstrates it is committed to Equality • The British Orienteering Policy for Equality has been communicated and is understood by staff and key volunteers • All of British Orienteering internal policies and procedures pay due regard to diversity • Equality of opportunities for young people through the Junior Programmes is demonstrated • Opportunities for people with disabilities within all aspects or orienteering and particularly Trail-O are promoted • Opportunities for women within coaching, event officiating and 	<ul style="list-style-type: none"> • Has British Orienteering increased the diversity of its leadership, staff, board and senior volunteers? • Do all British Orienteering's internal policies, procedures and literature pay due regard to diversity • Are leadership and staff reflective of the diversity of the orienteering community? • Have clubs engaged with and developed participants, coaches, officials and administrators from under-represented groups • Is equality mainstream through British Orienteering operations, functions and service delivery? • Do all involved in orienteering have an understanding of sports equity? • People inside and outside or

	<ul style="list-style-type: none"> • Partner organisations and new audiences are aware and engaged in the delivery of the action plan • There is an increase in the number of athletes from under-represented groups at performance and excellence levels of sport 	<p>administrating are promoted</p> <ul style="list-style-type: none"> • Information and guidance on making a club equitable is distributed • Links with external equality groups are established • Good equality practice is created, developed and shared at association and club level • Equality training is offered to all coaches, officials and club welfare officers • Club Welfare Officer's role is modified to include equality • Equality awareness is raised at all clubs through audits and consultations • Clubmark equality criteria • Pathways for participation and volunteering in orienteering are developed and communicated widely 	<p>orienteering are made aware of our success and achievements in working towards equality</p> <ul style="list-style-type: none"> • All of British Orienteering's programmes and budgets pay due regard to the diverse groups it serves • There is an increase in the number of athletes from under-represented groups at performance and excellence levels of sport
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Light Blue text is used to show the criteria required to be met by the Equality Standards; green reflect work completed

Comprehensive Action Plan 2007 to 2012

The more detailed Equality Action Plan



Key	Description
CE	Chief Executive
NDM	National Development Manager
RDOs	Regional Development Officers
EOA	Executive Officer Administration
PD	Performance Director
S&P	Start & Potential Manager
MM	Marketing Manager
PM	Participation Manager
CM	Coaching Manager
AC	Association Chairman
AM	Accounts Manager
Admin	Office Administrator
ESG	Equality Steering Group
Chair	Chairman of British Orienteering

Phase 1 Audit

Outcome	Action	Responsibility	Completion date	Resources required	Success measures
British Orienteering is aware of its current profile and position in terms of equality	Conduct audit of: <ul style="list-style-type: none"> the equality profile of staff, volunteers, board, coaches and officials human resources policies marketing and communications profile of members, participants, service users profile of elite performers Policies, procedures, literature and web site Taking into account national, regional and club differences	EOA	May 2007	Survey	Survey analysis
		EOA	May 2007	Staff time	Impact assessment
		MM	May 2007	Staff time	Notes, new materials
		EOA	Dec 2006 & renewal	Survey & new web	Survey analysis Web page
		PD	May 2007	Staff time	Survey analysis
		CE/EOA	May/Oct 2007	Staff time	Report
	Establish an Equality Management Group, consisting of management members and senior staff. Responsibilities to include implementation support, and sourcing funds, analysis, review and allocation of funds available	CE/EOA/Chair	May, 2008	Staff & Officer time	Meeting minutes
	Analyse the findings in terms of trends, weaknesses and equality impact; identify barriers to participation	EOA (All staff)	May to June 2007	Staff time	Survey analysis

	Collect and/or analyse demographic data of your organisation's community, eg national, regional or local populations.				
	Publish a report identifying and reviewing the weaknesses of equality within British Orienteering	CE	Sept 2007	Staff time	
British Orienteering understands the issues and barriers faced by under-represented groups in participating in orienteering	Seek guidance on the findings of the audit which demonstrate under-representation from particular groups	CE	June 2007	Staff time, ability to contact under-represented groups	Meeting notes, briefing notes Attendance at relevant workshops/ conferences Internal study on the equality issues facing the organisation's staff and/or volunteers
Specialists in equality in each of the three main target groups are consulted with regarding to the audit and analysis	Consult with minority groups about the equality report and addressing under representation of minority groups	CE	July, 2007	Staff time	Email correspondence
	Appoint equality 'champions' for each main minority group, through the equality case management group	CE / EOA	Oct 2008	Staff time	Email correspondence

Phase 2 Plan

Outcome	Action	Responsibility	Completion date	Resources required	Success measures
Develop a robust action plan for equality which all staff, volunteers and key stakeholders understand and have had opportunity to input to	Draft an Equality Action Plan	CE	June 2007	Time	Draft Action Plan
	Identification of pathways for under-represented groups	CE	June 2007	Time & contact	Analysis that identifies pathways
	Plan to encourage clubs to develop and deliver specific initiatives that will encourage more people from under-represented groups to take up orienteering	CE & PM	Oct 2007 & Jan 2008 onwards	Staff time	Guidelines for clubs Participation Plan
	Develop a consultation process both within the sport and with external stakeholders including equality target groups and equality organisations	CE & RDOs	Commencing June 2007	Time	Correspondence from internal & external sources that contribute to the Plan
	Integrate systems to monitor and review into the action plan	CE	May 2007	Time	Procedures to monitor & review

	Communicate and promote the organisation's policy and action plan internally	CE, MM	May 2007 and again in June 2007	Focus, Annual Report, web site, time	Staff & volunteer briefing notes, staff handbook, code of conduct, website, member magazine and inclusion in annual report
All staff and volunteers within British Orienteering understand the principles of equality and their role in delivering against the action plan	Undertake a training needs analysis for staff, managers and senior volunteers	CE	Aug 2007	Officer time	Organisation's training programme, demonstrating how equality is addressed
	Establish relevant training and staff development initiatives which support the equality action plan and organisation's objectives	CE/EMG	Sept 2007 and again planned for May 2008	Officer time	Training, seminar and workshop materials
	Identify the roles of individuals in delivering elements or sections of the action plan	CE/EMG	Aug 2007	Officer time	Key staff and leading volunteers have specific responsibilities detailed in the action plan
	Review all human resource policies, procedures and practices, for example	CE/EOA	Sept 2007	Officer time	Review framework, report of human resources review, minutes of meetings, new or amended policy documents
	Clear and relevant selection criteria for staff and senior volunteers	CE	Jun 2007	Officer time	Selection criteria, application packs, recruitment literature,

					internal and external communications, recruitment and selection training programme, list of attendees on training
	Seek alternative media to reach under-represented groups	EOA	Aug 2008	Officer time	Emails and media
	Equality training staff involved in recruitment and selection	EOA	Sep 2008	Officer time training	Notes to meeting
	Ensure grievance, disciplinary and complaints procedures are in place	CE	Jun 2007	Officer time	Policy & Procedures
Action Plan is distributed widely to members, partners and targeted community groups	Plan distributed to key volunteers, all staff, key partners and targeted community group Plan put on web site	CE/EOA	Oct 2007	Officer time + mailing	Distribution list and web page
Feedback on the Equality Action Plan is sought from: <ul style="list-style-type: none"> the membership staff bodies dealing with equality focus groups community groups 	Feedback asked for, collated and distributed back to listed participants with modified plan	EOA	Dec 2007	Officer time + mailing	Collated feedback

Ensure all staff and key volunteers have an awareness of the Equality Policy and Action Plan	Distribute to all staff and key volunteers, discuss at staff meeting and Management Meeting	CE/EOA	Nov 2007 and April 2008	Staff time	Meeting attendance lists & notes/minutes Inclusion in Board training and induction
	Using the training needs analysis, ensure that all staff have access to the appropriate training; budget for training to be determined	EOA	Nov 2007	Staff time	Training needs analysis summary
Partner organisations and new audiences are aware and engaged in the delivery of the action plan	Promote the action plan to, and through, equality organisations.	CE	Aug 2007 onwards	Staff time	Joint articles, features Correspondence with equality organisations Surveys of stakeholders including those from under-represented groups
	British Orienteering reaches agreement with equality organisations, and a means of communicating with key stakeholders, on the implementation of the equality action plan	CE	Aug 2007 onwards	Staff time, travel	Correspondence
There is plan to increase the number of athletes from under-represented groups at performance and excellence levels of sport	Assess the specific needs of different groups in developing talent and accessing performance pathways Analyse current performance pathways and develop specific programmes to ensure equitable investment and provision. This might include: <ul style="list-style-type: none"> Education and training for coaches, and selectors 	PD/S&PM	Nov 2007	Staff time	Audit report of athletes at all representative levels Report on the issues and barriers for under-represented groups Survey of service users including

	<ul style="list-style-type: none"> • Information and training for parents and carers • Review the strategic and competition planning, including investment strategies • Youth development programmes to target under-represented groups <p>Revise training camp structures</p>				<p>coaches, parents, carers and athletes</p> <p>Project plans, targets, training plans, course attendees, changes to programmes and camps</p>
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Phase 3 Delivery

Outcome	Action	Responsibility	Completion date	Resources required	Success measures
Accountability for sports equity is set at the highest level in British Orienteering	Council set accountability for equality at the highest level in the organisation both in terms of officers and committee members	Chair of Council – now the Board CEO	June 2002 Restated Jun 2006 and April 2008	Agenda time committed at all meetings Work time committed	Meeting Minutes Work programme Inclusion of equality material in Board Induction pack
	Establish Equality Management Group consisting of Management members, staff	CE/Chair	Sept, 2007	Officer time	Terms of Reference
	Delegate equality responsibilities at regional and club levels	EOA	Jan, 2009	Travel £500	Club audits and email correspondence
British Orienteering demonstrates it is committed to Equality	Commit staff time/budget to equality generally and the process of achieving the Equality Standard specifically	CE	June 2006 October each year	Officer time	Work programmes Budget
	Ensure that all those involved in British Orienteering are aware of this commitment	CE/Chair	2006 Winter each year	Publicity thro' Focus and web site	Council minutes, Focus articles, web site pages/links

The British Orienteering Policy for Equality has been communicated and is understood by staff and key volunteers	Draft a policy for equality	Council approved	June 2002	Officer time	Policy on web
	Develop briefing sessions/training for senior staff and committee members on equality and its relevance to orienteering	CE/EOA Chair	April 2007 Ongoing	Training session notes, list of attendees	Presentation papers, list of attendees
	Ensure all staff and key volunteers have an opportunity to contribute to development of the Policy	CE/EOA	April 2006 to Oct 2006	Officer time, meeting time and consultation	Staff handbook, web site, meeting minutes
	Disseminate and communicate the policy for equality throughout your organisation	EOA	June 2002 On-going with annual updates to members	Focus, web site and induction material for new staff & key volunteers	Recruitment literature, induction material, policies and procedures, staff training
All of British Orienteering internal policies and procedures pay due regard to diversity	Carry out impact assessments and review of all policies	CE/EOA	June 2006 to Oct 2007	Officer time	Impact assessment process and results
	Communicate these to staff and board	CE/EOA	Nov 2007	Officer time	Impact assessments
	Review policies, procedures and programmes for their equality impact	CE/EOA	May 2008	Staff time	Updated Policies & Procedures

	Amend existing policies and procedures or develop new policies and procedures that establish good practice in human resource management	CE/EOA	Feb 2008	Officer time	Evidence of good practice inhuman resource policies and management grievance and disciplinary policies Policy to review the policies & procedures annually taking into account, legislative obligations, results of monitoring against targets and performance indicators
	Circulate updated policies and documents through relevant channels	EOA	Feb 2008	Officer time	Updated, integrated documents
	Circulate to club welfare officers, association chairs, committees and board	EOA	Feb 2008	Officer time	Email correspondence
	Implement appraisal and objective setting in equality for senior staff	CE	Dec 2007	Staff time	Work programmes for 2008
	Allocate performance targets to key staff and senior volunteers	CE/NDM/PD	Dec 2007	Staff time	Examples of appraisal and performance targets
Equality of opportunities for young people through the Junior Programmes is demonstrated	To link into overall Junior Programme work	PD/S&PM	Ongoing	For details and KPI's, please see Junior Programmes and WCS and	Whole Sport Plan 2009-13

				WCS plans	
	Include equality training for the staff involved with the WC Start & Potential programmes	PD/S&PM	Jun 2008	Staff & volunteer time	Notes to training
Promote opportunities for people with disabilities within all aspects or orienteering and particularly Trail-O	Trail-O workgroup to consider how the discipline can be best promoted and provide EMG with recommendations	Chair Trail-O workgroup	Jun 2008	Officer time	Recommendations
Promote opportunities for women within coaching, event officiating and administrating	Consider the most effective way in which to promote the activity and make recommendations to EMG	CM/NDM	Apr 2008	Staff time	Recommendations
Information and guidance on making a club equitable is distributed	Establish a budget for grants, encouraging equitable schemes based on good practice	EOA	August, 2008	Officer time	Budget allocation
	Include equality training and practice in club audits	EOA	August, 2008	Officer time	Updated audits
	Circulate equality guidelines to regional chair persons	EOA	May 2008	Officer time	Email correspondence
	Complete 1 on 1 equality audits on 10% of clubs each year	EOA	Ongoing	£500 py	Completed audits and reports
	Establish development targets for clubs and key events to assist them in reflecting their communities and the need to address under-representation in orienteering	NDM/RDOs	Ongoing	Staff time, travel	Questionnaire returns from clubs

	Clubs encouraged to establish links to local initiatives and networks to increase participation and membership levels	NDM/RDOs and PM	Jan 2008 onwards	Staff time	Reports from clubs on their links and projects Participation plan and 'Club activity guide' showing examples of good practice
Links with external equality groups are established	Engage in focused group meetings with the Trail-O and the targeted focus groups to develop understanding of the perception of orienteering within minority groups and how best to access these communities	EOA	Commence Oct 2007	Travel £200	Meeting reports
	Review pilot schemes in terms of effectiveness and impact on target groups	CE/EOA	August, 2008	Officer time	Report
	Publicise pilot schemes throughout the organisation	MM	September, 2008	£1,000 advertising	Media samples
Good equality practice is created, developed and shared at association and club level	Ongoing equality information bulletins sent to associations, clubs and club welfare officers	EOA	Ongoing	Officer time	Media samples
Equality training is offered to all coaches, officials and club welfare officers	Secure a budget for developing understanding and awareness of equality within the orienteering membership	CE/EOA	Nov 2007	£2,000	Budget 2008

Club Welfare Officer's role is modified to include equality	Update the club welfare officer pack to include, equality policy, equality guidelines, and anti bullying policy	CE	Nov 2007	£200 printing, web	Updated packs
	Club welfare officer induction to include online equality training through www.fairnessandinclusion.org	EOA	May, 2008	Officer time	Email correspondence
Equality awareness is raised at all clubs through audits and consultations	Resources provide to enable clubs and associations to audit the level of equality awareness	EOA	Jun 2008	Staff time £1,000	Resources
Club mark equality criteria	Use the club mark scheme to encourage best practice in equality throughout clubs	NDM	Sept 2008	Staff time	Implementation documentation
Pathways for participation and volunteering in orienteering are developed and communicated widely	Using review outcomes, develop pathways for all members of the community to every aspect of orienteering, including participation, volunteering, administration and employment	CE/EMG/PM	February, 2009	Staff & Officer time	Correspondence, pathway report
	Review pathway success through ongoing implementation, considering limitations and barriers to participation for target minority groups	CE/EMG/PM	September, 2009	Staff & Officer time	Pathway report
	Use relevant media to publicise pathways to orienteering to equality groups and target groups	EOA	March, 2010	£3,500 Advertising	Media samples
	Design and implement pilot schemes using external minority group representatives, such as with BME groups around Manchester aiming to reduce the effect of the barriers identified	EOA/EMG/RDO/PM	Ongoing	Staff time	Email correspondence

Phase 4 Review

Outcome	Action	Responsibility	Completion date	Resources required	Success measures
Has British Orienteering increased the diversity of its leadership, staff, board and senior volunteers?	<p>Establish positive action schemes to increase the diversity of staff and board, including:</p> <ul style="list-style-type: none"> • Set targets for representation on staff team, committees and boards • Run positive advertising campaigns • Develop succession programmes and mentoring for key positions • Co-opt or second individuals from under-represented groups 	EMG/EOA/CE	Autumn 2010	Staff time	<p>Information on positive action schemes developed to increase the diversity of staff and board including: advertisements, promotional materials, person specifications, evidence of media used</p> <p>Annual reporting of profile of staff and board</p> <p>Equality 'champion' on board</p>
	Support the process with specific gender, disability and racial equality training to include elements on sexual orientation, age and religion	CE/EOA	Jun 2010	Staff time + £1,000	Training courses or modules that include specific equality elements, course evaluations
	Positively promote positions within the organisation to increase applications from target groups.	CE	Aug 2008	Staff time + media	Advertisements placed with diverse publications, websites or targeting specific

					groups
Do all British Orienteering's internal policies, procedures and literature pay due regard to diversity	Review policies, procedures and programmes for their equality impact	CE/EOA	Annually during Nov/Dec	Staff time	Updated policies & procedures
All of British Orienteering's programmes and budgets pay due regard to the diverse groups it serves	Demonstrate that British Orienteering has: <ul style="list-style-type: none"> Established and reviewed targets for equality Monitored participation and development initiatives 	CE / Chair / Council	Annually during Sept/Oct	Staff & Officer time	Notes from consultation with target groups
	Financial aspects of Equality are established: <ul style="list-style-type: none"> Established discrete budgets for equality Assessed budgets for the impact of equality Used statistical information to demonstrate how under-represented groups have benefited from resource and funding decisions 	CE/AM	Annually during Jun/Oct	Staff time	Budgets Notes from consultation with target groups
	Empathy towards equality issues is integrated into all communications and key products associated with your organisation	MM	Ongoing	Staff time	Review report on literature etc.
Are leadership and staff reflective of the diversity of the orienteering community?	Gather statistical data that demonstrate an increase in the diversity of boards, advisory groups and staff	EOA	Annually during Mar/Apr	Staff time	Audit report Reports to committee and/or management teams, which highlight the increase in the organisation's

					profile to reflect the community at large Equality 'champion' on board
Participants, coaches, officials, volunteers and administrators are generally reflective of the community	Gather information and formulate a report that demonstrates the organisation's success at achieving a diverse participant base reflecting your organisation's community.	Admin/CM	Jun 2007 onwards	Staff time	Demographic report, evidence sources or relevant surveys
	Review the impact of the initiatives developed and delivered	NDM/RDOs	Ongoing	Staff time	Project development plans, evaluation and monitoring reports Completed report, participant surveys or evaluations
Have clubs engaged with and developed participants, coaches, officials and administrators from under-represented groups	Report from clubs on their success in establishing links to local initiatives and networks to increase participation and membership levels	CM/NDM/RDO/PM	Ongoing from Jan 2008	Staff time	Report
Is equality mainstream through British Orienteering operations, functions and service delivery?	Ensure key policies and strategies in all areas of activity include a visible equality dimension	CE/EOA	Annually during Autumn	Staff time	All policies and strategies to have an equality focus that is highlighted
	Named staff and board members are identified as being responsible for equality in their area of operation	CE/Chair	On-going	Staff & Officer time	Equality priorities highlighted in staff and board members'

					individual objectives Equality 'champion' on board
	Actively seek representation on boards and committees of previously under-represented groups through positive action	Chair	On-going	Officer time	Audit report that demonstrates representation appropriate to your organisation's community with positive trends in areas of previous under-representation
	Ensure there is an equality manager or senior member of staff with capacity to develop the equality programme	CE	Annually during reviews in Dec	Staff time	Staff and resources for equality in place and accounted in your organisation's staff structure
	Ensure equality training is included in induction, performance review and appraisals for staff and volunteers	CE/EOA	As appropriate from Jun 2007	Staff time	Induction and training programmes, review and appraisal templates Equality issues and documents included in board induction material
	Take appropriate action in the event of non-compliance with the organisation's equality policies and requirements by individuals, affiliated bodies or contractors	CE/Chair	On-going from Jun 2007	Staff time	Organisational procurement and grant award policies, records of complaints, monitoring reports and action taken at

					national, regional and local level
There is an increase in the number of athletes from under-represented groups at performance and excellence levels	Audit the profile of athletes at performance and excellence levels	PD/S&PM	On-going from Jan 08	Staff time	Report to EMG and Council
People inside and outside your organisation are aware of your success and achievements in working towards equality	<p>Positively promote British Orienteering's commitment, equality action plan and achievements in equality</p> <ul style="list-style-type: none"> • Equality publicity and promotional materials are publicised, on the website, in newsletters or magazines • Regular communication takes place with non-traditional media which highlights orienteering's success against performance targets • 'Champions' are used as figure heads to help publicise successes • Events are organised to congratulate volunteers who contributed to the success 	CE / MM	Jan 2008 onwards	Staff time	<p>Examples of good practice and case studies</p> <p>Information on organisation's website and intranet</p> <p>Acknowledgement at Council meetings</p> <p>Equality section in Focus</p> <p>Publicity materials, website promotion, communication with partner organisations and non-traditional media</p>

British Orienteering Training & Development Map

The training volunteers and staff holding position should undertake

	Application form, etc	Self declaration	Underst'nd CP policy	Enhanced CRB check	Consult'n with Lead Protection Officer	Club Welfare Officer pack	Workshop 'Keeping Children Safe'	Workshop 'Time to Listen'	CP executive training	CP Case management pack	Underst'nd Equality Policy	Online equity training	Equity in your coaching	Annual Conf' or Workshop	Distance learning	Profess'nal dev'ment
Club Welfare Officers	Induction	Induction	Induction	3 years	3 years	Updated as required	Induction	Within 3 years			Induction	Induction	Induction	Annual	Ongoing	Ongoing
Coaches/ Instructors	Induction	Induction	Induction	3 years							Induction	Induction	Induction	Annual	Ongoing	Ongoing
British O & club committee	Induction	Induction	Induction								Induction	Induction			Ongoing	Ongoing
Mappers	Induction	Induction	Induction	(a)										Every 3 yrs	Ongoing	Ongoing
Planners	Induction	Induction	Induction	(a)	3 years									Every 3 yrs	Ongoing	Ongoing
Organisers	Induction	Induction	Induction				Tailored on Induction				Induction	Induction		Every 3 yrs	Ongoing	Ongoing
Controllers	Induction	Induction	Induction											Every 3 yrs	Ongoing	Ongoing
Other club volunteers	Induction	Induction	Induction								Induction if approp'	Induction if approp'				
Board	Induction	Induction	Induction	Induction		Updated as required			Induction		Induction	Induction				Ongoing
CP Steering Group	Induction	Induction	Induction	3 years	Bi-annual	Updated as required	Induction if required	Induction if required	Induction if required	Update as required	Induction	Induction			Ongoing	Ongoing
CP Case Management Group	Induction	Induction	Induction	3 years	Bi-annual	Updated as required	Induction if required	Induction if required	Induction if required	Update as required	Induction	Induction	Induction		Ongoing	Ongoing
Equality Management Group	Induction	Induction	Induction			Updated as required					Induction	Induction	Induction		Ongoing	Ongoing
Office Staff	Induction	Induction	Induction	3 years	Annual	Updated as required	Induction if required	Induction if required	Induction if required		Induction	Induction	Induction if apron'		Ongoing	Ongoing

Equality Training Strategy – Users Guide

A guide for volunteers to support them to become more knowledgeable

Based on the Equality Action Plan, the 'British Orienteering Training map' is a brief guide to training requirements for all staff and volunteers throughout orienteering. It includes training criteria for Child Protection and Equality.

The map is distributed through annual mail outs to clubs, within induction material, within information packs, within volunteer training materials and is the British Orienteering website.

To complement the 'Training map', this document is a definitive user's guide for equality training.

Club Welfare Officer

All clubs are encouraged to appoint a club welfare officer and it is a requirement of Clubmark accreditation. The Club Welfare Officers role has been reviewed and updated and whilst the current role as a point of contact for victims of abuse or bullying continues there is an additional aspect to the role that is now being recommended; The Club Welfare Officer should also be asked to develop the club's approach to new members. The updated job description for this role is shown in 'Appendix A' of this document.

Induction

Each year clubs and associations are required to pay their affiliation fee and inform British Orienteering of any changes to their officers. Clubs will now be asked to provide contact details for their Club Welfare Office.

British Orienteering update the database with this information and the Executive Office Administration will ensure the Club Welfare Officer is kept up to date with current information and guidance.

- The Club Welfare Officer pack includes documents that are important to the officer including O-Safe, policy templates for anti bullying, child protection and equality. Officers will be asked to implement these policies and procedures within the club. New Club Welfare Officers will be required to follow an induction process, as would any staff member, Council or committee member.
- New Club Welfare Officers will be required to attend the following courses:

Safeguarding and protecting children

Equity in your coaching

These courses are offered locally in most cases and the best contact will be through the local council, Sport Coach UK or County Sport Partnership. Contact details for County Sports Partnerships are included in the Club Welfare Officer Induction Pack. The information is also on the British Orienteering web site and, if necessary, the staff at the National Office can also provide this information.

- Online training should be completed using the following link <http://www.fairnessandinclusion.org/>, this should only take 20 minutes to complete and is aimed at identifying common situations and challenges which can occur in clubs and how to deal with them.

On Going Support

The National Office will be in constant contact with Club Welfare Officers and provide ongoing support as well as offering updates on new policies and guidelines. As well as this service, Club Welfare Officers are encouraged to attend the regional Club Welfare Officer workshops organised by the National Development Manager. These provide an update on current, relevant equality and child protection issues, and guidance on the CWO pack. These are opportunities for CWOs to ask any burning questions or talk in confidence to specialists in child protection and equality.

One on one consultation is offered to every club; these involve the National Development Manager or a Regional Development Officer visiting each club and working through an audit of how the club is implementing the child protection and equality policies. These are designed to clarify what is best practice and to help resolve any issues at club level. It is intended that a visit will occur every 3 years but this can be more frequent if required. The audit form is supplied in the CWO pack for information. Club Welfare Officers are encouraged to complete the audit themselves and forward to Mike Hamilton at the National Office for review.

Coaches / Instructors

Coaches / instructors are the main contact for participants so they significantly influence the experience of orienteering to individuals or groups. For this reason they should have a good understanding of equality in coaching. The following training steps are recommended for all qualified instructors and coaches.

Induction

- New instructors and coaches should complete a module 'Equity in Your Coaching' during their training.
- Online training is offered to all instructors and coaches by email and is available on the following link: <http://www.fairnessandinclusion.org/>, this should only take 20 minutes to complete and is aimed at pointing out what sort of situations can occur in clubs and how to deal with them. This will also be promoted at instructor and coaching courses.
- Instructors and coaches should be familiar with the British Orienteering anti bullying and equality policies and any modified versions the club may have.

On Going Support

- The Club Welfare Officer will update coaches and instructors at club level, also making themselves available for advice and support.
- British Orienteering will inform Club Welfare Officers through their web site and email of any changes to current policies or procedures.
- Distanced learning through website posts and bulk emails will be ongoing throughout the season, consisting of updated legislation, ideas on integration through case studies and information on training through external agencies.

Committee members of Clubs, Associations or British Orienteering

Induction

- Online training is offered to all committee members by email and is available on the following link: <http://www.fairnessandinclusion.org/>, this should only take 20 minutes to complete and is aimed at pointing out what sort of situations can occur in clubs and how to deal with them.
- Committee members should be familiar with child protection, anti bullying and equality policies by reading and understanding the documents and speaking to the relevant Welfare Officer for information.

Equality Management Group (EMG)

The Equality Management Group is required to make informed decisions based on expertise and an advanced knowledge of British Orienteering and the sport of orienteering, therefore the training guidelines for the EMG is the same as the Club Welfare Officer's guidelines with the following addition.

- In addition to the Club Welfare Officers training, Sports coach UK's 'Club for All' is recommended for each member. Places on this course can be accessed through British Orienteering National Office or through their County Sport Partnership.

Board members

- Equality training is offered to all Board members as a part of their on-going development; training days using external consultants/training is offered to directors and staff.
- Online training is offered to all Board members by email and is available on the following link: <http://www.fairnessandinclusion.org/>, this should only take 20 minutes to complete and is aimed at pointing out what sort of situations can occur in clubs and how to deal with them.
- Board members should be familiar with the British Orienteering policies and procedures including, child protection, anti bullying and equality policies. They are included in the induction pack and are available on the British Orienteering web site.

Monitoring procedure

What monitoring procedures are in place to support the development of equality

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

Monitoring and evaluation process:

Overall accountability for the implementation of the Equality Action Plan	Mike Hamilton – Chief Executive
Ongoing monitoring and evaluation of plan progress	Equality Management Group
Implementation progress	Mike Hamilton / Neil Cameron - Chairman
Quarterly report to senior staff, Board of Directors	Mike Hamilton
Annual reporting	Mike Hamilton

All staff, including Club Welfare Officers have a responsibility for implementing the Equality Action Plan; this is built into performance reviews for staff and audits at club level.