



Scottish Rugby Union plc

EQUALITY ACTION PLAN 2017-2020

**Approved by the
Scottish Rugby Board
on the 18th May 2017**

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1. EXECUTIVE SUMMARY

It is Scottish Rugby's policy to ensure that barriers to participation in rugby union - real or perceived - are removed. This is particularly the case for those groups which may currently be under represented within our game, and for those who may traditionally not have seen rugby as their sport of choice. We are committed to developing processes, practices and plans to ensure that rugby is open to all.

In order to establish a sound foundation for our equality policies Scottish Rugby undertook a survey of the game's key stakeholders during March 2017. The results of this survey were compared with our earlier equality survey (March 2014) and the latest Scottish population census data, providing a snapshot of the participants in our game and enabling comparisons against the Scottish population as a whole. The findings from the survey were reported to the Scottish Rugby Board and the Scottish Rugby Council, the highest governance bodies within Scottish Rugby, which agreed to their incorporation into a new publicly accessible Equality Plan for the game.

Scottish Rugby's new *Equality Action Plan 2017-20* focusses on six key goals:

- Improving research into under-represented groups, and understanding the issues and barriers faced by those groups;
- Developing and implementing practices to increase access for under-represented groups;
- Raising awareness and understanding of equality by all involved in Scottish Rugby through recruitment, training and education;
- Improving the communication and marketing of equality issues and equality within Scottish Rugby;
- Setting accountability for equality at the highest levels within Scottish Rugby; and
- Embedding equality within the Scottish Rugby strategic planning process.

This Plan has been endorsed by the Board and the Council, which have approved the attached Equality Action Plan. At regular intervals during the period of the Plan Scottish Rugby will publish details of the progress it is making towards achieving the goals and objectives set out within the Plan, enabling the game as a whole to monitor the progress being achieved.

We commend Scottish Rugby's *Equality Action Plan 2017-20* to you.

Rob Flockhart
President

Colin Grassie
Board Chairman

Mark Dodson
Chief Executive

2. BACKGROUND

The *Equality Standard: A Framework for Sport* (the “Standard”) was launched by the UK Sports Councils in 2004 to help address the inequalities which then existed within the sports sector. In March 2007 Scottish Rugby was awarded the *Foundation Level* under this Standard, gaining the *Preliminary Level* award in 2009 and the *Intermediate Level* in July 2014.

As part of its commitment to the Standard, Scottish Rugby published its first equality action plan (the “*Scottish Rugby Equality Action Plan 2014-17*”) in May 2014. Throughout the life of this initial Plan Scottish Rugby produced regular updates, demonstrating to the game as a whole the progress being made. At the end of the period covered by the initial Plan a comprehensive review was published on the Scottish Rugby website covering the progress made against each of the equality objectives Scottish Rugby had set for itself.

However, the equality agenda does not stand still. With many of the initial objectives set out in the 2014-17 Plan achieved, Scottish Rugby has now set itself new, more challenging objectives. These new objectives have been captured within the *Scottish Rugby Equality Action Plan 2017-20*, a document grounded in our 2014-17 experience and which is supported by an extensive survey of the participants in our game. Details of this Plan are set out below.

3. EQUALITY ACTION PLAN PRIORITIES

In order to focus the Plan on those areas that will deliver the greatest impact, a number of key goals have been set. These are as follows:

- *Goal 1 : Improve research into under-represented groups and understanding the issues and barriers faced by those groups;*
- *Goal 2 : Develop and implement practices to increase access for under-represented groups;*
- *Goal 3 : Raise awareness and understanding of equality for all involved in Scottish Rugby through recruitment, training and education;*
- *Goal 4 : Improving the communication and marketing of equality issues and equality within Scottish Rugby;*
- *Goal 5 : Set accountability for equality at the highest levels within Scottish Rugby; and*
- *Goal : Embed equality within the Scottish Rugby strategic planning process.*

Supporting these goals a range of objectives and specific actions have been developed, each with a designated responsible manager, a timetable and key performance indicators (all as specified in the accompanying Plan).

4. COMMUNICATION

The *Scottish Rugby Equality Action Plan* will be communicated to all Scottish Rugby staff, member clubs and key external stakeholders. The Plan will also be published on the Scottish Rugby website.

5. MONITORING AND REPORTING

An internal Scottish Rugby Equality Action Team will monitor progress and achievement against the Plan. Regular reports as to the progress being made will be provided to the Union's Senior Management Team and an annual review - setting out the organisation's progress against the Plan - will be provided to the Scottish Rugby Board and the Scottish Rugby Council. This annual review will also be made available to Scottish Rugby's member clubs and published on the Scottish Rugby website.

The Scottish Rugby *Equality Action Plan 2017-20* marks our public commitment to ensuring equality within our sport. We encourage all involved with rugby football to follow the principles set out within the Plan within their own club, team or group.

Appendix 1 : Goals and Actions

Goal 1: Improve research into under-represented groups and understanding of the issues and barriers faced by those groups					
Objective	Action	Responsibility	Timeframe	Performance Indicator	Status
1.1 Identify and monitor the demographic profile of Scottish Rugby (including Board, Council, staff and the wider game).	1. Carry out demographic audits on all key areas of the sport, with comparison with national census.	Equality Action Team	Q1 2017	Survey results aggregated for review.	
	2. Prepare report on findings from demographic survey for consideration by (a) Board and (b) Council.	Head of Regulation	Q2 2017	Survey Report to be minuted.	
1.2 Conduct specific further investigation into participation levels and barriers affecting potentially under-represented groups as identified from the survey.	1. Undertake further targeted study into participation rates amongst Catholic Scots, including in relation to barriers which might be affecting participation	Outreach and Equality Manager	Q1 2018	Outcomes to be reported to the Board and Council in Q1 2018.	
	2. In association with identified partners, conduct specific studies into the participation rates within (a) the Asian and (b) the Muslim Scottish communities.	Outreach and Equality Manager	Q1 2019	Outcomes to be reported to the Board and Council in Q1 2019.	

Goal 2: Develop and implement practices to increase access for under-represented groups					
Objective	Action	Responsibility	Timeframe	Performance Indicator	Status
Gender					
2.1 Further improve the opportunities for women and girls to participate in rugby, and to succeed with the Scottish representative teams.	1. Work towards specific targets as set out in the Scottish Rugby National Strategy for Women and Girls Rugby 2015-2025				
	a. Effective Governance	Head of Women and Girl's Rugby	Q4 2020	Network of Staff Increased investment into women and girls game	
	b. Thriving Game- Increase Participation	Women and Girl's staff	Q4 2020	Double number of players and teams in women and girls game	
			Q2 2017	Explore change of season	
	c. Winning Teams- Improve Performance	Head of Women's Rugby	Q4 2020	Improve World Ranking	
			Ongoing	Women in BT Sport Regional Academies	
d. Increase visibility of the Women and Girls Game	Head of Women's Rugby	Q2 2017	Marketing campaigns for women		
		Q3 2017	Marketing Campaign for Girls		
e. Well trained People			Q4 2020	Network of volunteer, coaches, medical staff, match officials and administrators to support delivery of the game	

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Health and Disability				
2.2 Further improve the opportunities for those with specific disabilities to participate in rugby.	1. Work with Scottish Disability Sport (SDS) and other partners to develop inclusion opportunities with people with disabilities	Outreach and Equality Manager	Q4 2017	Factsheet and Video produced and updated
	2. Develop and deliver disability awareness training to member clubs.	Outreach and Equality Manager	Q4 2017	Pilot course developed and delivered. Four courses delivered in regions
	3. In partnership with Trust Rugby International (TRI) continue to develop opportunities for further participation in “unified” rugby.	Outreach and Equality Manager	Q3 2017	Partnership agreement updated and targets agreed.
	4. Increase support to all versions of wheelchair rugby through clubs becoming members of Scottish Rugby	Outreach and Equality Manager	Q3 2017	Club membership.
	5. Provide support to deaf rugby	Outreach and Equality Manager	Q3 2017	Support plan produced.
Religion or Belief				
2.3 Further improve the opportunities for those from under represented religious backgrounds to participate in rugby.	1. In association with partners develop specific programmes to promote participation by under - represented faith groups in the game as players, coaches, match officials, medical staff and volunteers.	Outreach and Equality Manager	Q3 2018	Pilot projects developed and delivered in identified areas
	2. Continue targeted work with secondary age young people through schools and youth conferences/ Cashback schools of rugby to increase participation.	Schools and Youth Managers	Ongoing	Work with identified schools and clubs. Building case studies and examples of good practise

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Race				
2.4 Further improve the opportunities for those from under represented ethnic groups to participate in rugby.	1. In association with partners develop specific programmes to promote participation by under - represented ethnic minorities in the game as players, coaches, match officials, medical staff and volunteers	Outreach and Equality Manager	Q3 2019	Pilot projects developed and delivered in identified areas.
	2. Continue targeted work with secondary age young people through schools and youth conferences/ Cashback schools of rugby to increase participation	Schools and Youth Managers	Ongoing	Work with identified schools and clubs. Building case studies and examples of good practise
Sexual Orientation				
2.5 Further improve the opportunities for LGBTI participants to be involved in rugby.	1. Work closely with Caledonian Thebans, Glasgow Alphas and member clubs to increase opportunities for LGBTI participants to be involved in the game as players, coaches, match officials, medical staff and volunteers.	Outreach and Equality Manager	Q3 2017	Monitor participation numbers through data management system.
	2. Work with partners such as the Equality Network, Leap Sports and Stonewall to ensure Scottish Rugby policies and practises are up to date.	Outreach and Equality Manager	Ongoing	Information on website updated to reflect best practise
	3. Support Caledonian Thebans with potential bid to bring Bingham Cup 2020 to Scotland	Outreach and Equality Manager	Q2 2018	Support for bid through Scottish Rugby staff and access to facilities for the event.

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Gender reassignment

2.6 Further improve the opportunities for transgender participants to be involved in rugby.

1. Work with World Rugby and other partners to ensure Scottish Rugby's policies reflect best practice within Scottish and UK Sport and publicise policies to clubs, schools and Scottish Rugby staff.

Head of
Regulation

Q4 2017

Website updated.

Goal 3: Raise awareness and understanding of equality for all involved in Scottish Rugby through recruitment, training and education					
Objective	Action	Responsibility	Timeframe	Performance Indicator	Status
Recruitment and HR Policies					
3.1 Ensure that key recruitment and associated policies continue to reflect equality legislation and the objectives of the Equality Action Plan	1. Continue cyclical round of equality impact assessments on key HR policies.	Head of HR	Ongoing	To be report to Board and Council as part of Annual Review.	
Staff Training and Awareness					
3.2 Ensure that all staff, regardless of function or level, receive a standard introduction to Equality matters.	1. Equality awareness briefing to be provided as part of the "Team Brief".	Head of HR	Q1 2017	Briefings to have been recorded by HR.	
	2. Following initial briefing staff members required to complete ACAS online training module.	Head of HR	Q1 2017	Staff members to provide HR with copy of course certificate.	
	3. Conduct further Team Brief and renewed training offer aimed (in particular) at "new starts".	Head of HR	Ongoing	As above for 1 and 2.	
Board and Council					
3.3 Ensure that Board and Council members receive an introduction to Equality matters.	1. Equality awareness briefing to be provided as part of briefing associated with the Equality Survey.	Head of Regulation	Q2 2017	Equality session to be noted in the appropriate minutes.	
	2. Board and Council members to be encouraged to complete the ACAS online training module.	Head of Regulation	Q2 2017	To be included in L&G monthly report; link to be forwarded to each Board and Council member; and one follow up "reminder" email issued.	

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	3. Equality awareness section to be included in Induction for new Board and Council members.	General Counsel	Q1 2017 (Board) Q3 2017 (Council)	New section to have been prepared for Induction folder.
Member Clubs				
3.4 Increase Equality awareness amongst the individual member clubs.	1. Develop, update and promote guidance and support appropriate to the needs of the member clubs.	Outreach and Equality Manager/ Club Services Managers	Q3 2017	Club Meetings Club Communications SRU website
	2. Make available the online ACAS Equality training module and promote completion amongst club members	Outreach and Equality Manager	Q4 2017	Club Meetings Club Communications SRU website

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Goal 4: Improve the communication and marketing of equality issues and equality within Scottish Rugby					
Objective	Action	Responsibility	Timeframe	Performance Indicator	Status
4.1 Ensure that Scottish Rugby's commitment to equality is publicly accessible.	1. Refresh <i>Scottish Rugby Values</i> section of website to reflect new Equality Action Plan.	Head of Regulation	Q3 2017	New website material uploaded and accessible.	
	2. Communicate updated equality web content to membership.	Outreach and Equality Manager	Q4 2017	Inclusion in club e-zine.	
4.2 Ensure that awareness of the inclusiveness of rugby and Scottish Rugby's equality Plan is regularly communicated.	1. Ensure that Scottish Rugby communications pay due regard to diversity in terms of quantity, imagery and language.	Communications	Throughout Plan period	Content of press releases, web stories and e-zines.	
4.3 Promote equality successes arising from implementation of the Action Plan.	1. Ensure key Plan achievements are publicised via website and e-zines.	Communications	Throughout Plan period	Web articles and e-zine content	
	2. Annual performance report to be made available to the member clubs via the website.	Outreach and Equality Manager	Q2 2018 Q2 2019 Q2 2020	Link to be included in Club Communication e-zine.	

Goal 5: Set accountability for equality at the highest levels within Scottish Rugby					
Objective	Action	Responsibility	Timeframe	Performance Indicator	Status
Operational Responsibility					
5.1 To ensure that the day-to-day implementation of the Plan is undertaken by appropriately skilled management group.	1. Appoint a cross functional <i>Equality Action Team (EAT)</i> with operational responsibility for implementation of the Plan.	Chief Executive	Q2 2017	Group to have been appointed and to have met.	
	2. EAT to meet with representatives from appropriate expert groups on a regular basis to take specialist guidance as to implementation issues.	Outreach and Equality Manager	Q3 2017 Q1 2018 Q3 2018 Q1 2019 Q3 2019 Q1 2020 Q3 2020	Representatives invited to meetings as appropriate.	
Senior Management Oversight					
5.2 To ensure that the implementation of the Plan is reviewed on a regular basis by Scottish Rugby's senior managers.	1. Performance against Plan to be an item on the Senior Management Team Agenda each half year.	General Counsel	Q4 2017 Q2 2018 Q4 2018 Q2 2019 Q4 2019 Q2 2020 Q4 2020	Inclusion as a SMT Agenda Item.	
Board and Council					
5.3 To ensure that progress against the Plan is reported to, and monitored by, the Scottish Rugby Board and Council.	1. An annual performance report shall be prepared each year for consideration of the Board and Council.	Head of Regulation	Q2 2018 Q2 2019 Q2 2020	Report prepared and including with Board and Council papers.	

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Member Clubs

5.4 To ensure that the membership is kept aware of progress against the Plan.

1. Annual performance report to be made available to the member clubs via the website

Outreach and Equality Manager

Q2 2018
Q2 2019
Q2 2020

Link to be included in Club Communication e-zine.

Goal 6: Embed equality within the Scottish Rugby strategic planning process					
Objective	Action	Responsibility	Timeframe	Key Performance Indicator	Status
6.1 Ensure that updated demographic data is available for the Senior Management Team (SMT) in advance of next strategic planning phase.	1. Carry out demographic audits on all key areas of the sport, with comparison with to national census using new data management system.	Equality Action Team	Q1 2020	Survey results aggregated for review.	
	2. Prepare report on findings from demographic survey for consideration by the SMT	Head of Regulation	Q2 2020	Survey Report submitted to SMT.	
6.2 Ensure that the Scottish Rugby includes equality as a key planning issue in ongoing strategy discussions	1. Board Equality Champion to confirm equality considerations have been accounted for.	General Counsel	Q3 2020	Board minute.	

Appendix 2 : Monitoring Framework

Action Plan Item	2017				2018				2019				2020				Status / Commentary
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Goal 1																	
1.1.1	█																
1.1.2		█															
1.2.1					█												
1.2.2									█								
Goal 2																	
2.1.1 (a)																	█
2.1.1 (b)		█															█
2.1.1 (c)																	█
2.1.1 (d)		█	█														
2.1.1 (e)																	█
2.2.1				█													
2.2.2				█													
2.2.3			█														
2.2.4			█														
2.2.5			█														
2.3.1								█									
2.3.2																	
2.4.1												█					
2.4.2																	
2.5.1			█														
2.5.2																	
2.5.3								█									
2.6.1				█													

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Action Plan Item	2017				2018				2019				2020				Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Goal 3																	
3.1.1																	
3.2.1	█																
3.2.2	█																
3.2.3																	
3.3.1		█															
3.3.2		█															
3.3.3	█		█														
3.4.1			█														
3.4.2				█													
Goal 4																	
4.1.1			█														
4.1.2				█													
4.2.1																	
4.3.1																	
4.3.2						█				█				█			
Goal 5																	
5.1.1		█															
5.1.2			█			█		█		█		█		█		█	
5.2.1				█		█		█		█		█		█		█	
5.3.1						█		█		█		█		█		█	
5.4.1						█		█		█		█		█		█	

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Action Plan Item	2017				2018				2019				2020				Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Goal 6																	
6.1.1																	
6.1.2																	
6.2.1																	

: Date set within the Plan for the Action to be achieved.