

Quest 2016 – Engaging Black, Asian and Minority Ethnic (BAME) Communities

Guidance Notes

Issue 1 - October 2017



Outcomes

- The organisation is working with a range of local partners and the communities to deliver sport and physical activity programmes which reach out to Black, Asian and Minority Ethnic (BAME) Communities in local areas, some who were previously inactive.
- The organisation understands the demographic profile of local areas in relation to ethnic and religious breakdown and workforce/volunteer profiles are reflective of local communities.
- There are a variety of sporting opportunities being delivered and tailored to the needs of BAME communities based on consultation and offers which are 'local' 'accessible' and culturally sensitive to the needs of local communities e.g. women and girls will require women only sessions in community/faith based settings.
- The organisation captures data on ethnic and religious background and reviews programmes to ensure sporting offers are engaging with BAME communities and are having an impact on these communities.
- The organisation can demonstrate impact and positive results around participant profiles, activity levels, attendance levels, retention rates, personal achievements and wider community benefits.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
The organisation pro-actively uses insight and engages BAME in the planning and design of local services.	There is little or no consideration of the needs of BAME communities in local areas. No consultation has taken place with BAME groups and there are organisational and perceived barriers which prevent BAME communities from accessing services and facilities.	Some consultation has been given to working with BAME groups. There is evidence that the needs of some BAME groups have been considered and factored within plans.	There is evidence that the organisation understands the demographic of the local area and has good relationships with organisations that have specialist knowledge of the cultural challenges facing BAME groups. Targeted consultation has been undertaken with BAME groups and policies have been adjusted to make them more equitable and programmes have been put	Research and insight into the needs and aspirations of BAME groups has informed the planning process, resulting in targeted programmes tailored to the needs of BAME communities. Clear targets are in place to measure participant outcomes. There are a range of opportunities accessible for BAME groups reflecting local need, interest and cultural	BAME groups are fully involved in the development and delivery of programmes, with robust targets/KPIs which reflect local priorities. A wide-ranging offer is available tailored to the cultural needs of BAME groups particularly women and girls reflecting the motivations towards ambitions in sport. Structures/pathways/links are being actively

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			in place to ensure services are more accessible.	sensitivities particularly around women and girls.	developed to empower communities such as local provision in faith centres for girls, links to educating parents, health awareness and healthy lifestyle awareness. An action plan is in place to monitor progress, community engagement, take up and delivery.
DO					
The organisation communicates its commitment to engaging and making services accessible for BAME groups.	There is little or no evidence that the organisation is committed to delivering a quality service for BAME groups	Commitment is evident through equitable policies, pledges or included in charters. Marketing material include diverse imagery and role models which reflect local communities.	Specific programmes are in place that meet the cultural and faith needs of BAME groups. Concessions or other appropriate incentives are used to attract BAME groups especially those on low income. Facilities are audited to ensure they provide sufficient privacy in changing, showering and participation areas to meet the cultural concerns of BAME groups. Marketing materials are diverse and reflective of the local community.	The organisation has a clear focus on engagement with BAME groups. Programmes are marketed through BAME networks and organisations. BAME customers perceive facilities to be welcoming, safe and culturally sensitive to the needs of BAME users. BAME people are employed as staff and volunteers and programme leaders, serving as role models to encourage more users.	There is a comprehensive offer/outreach plan for BAME communities. The employed and volunteer workforce is reflective of the local BAME community and help champion programmes to ensure a top-quality service. Feedback is regularly sought, and services reviewed to ensure equality of access. BAME users perceive facilities to be welcoming safe and culturally sensitive to their needs. The emphasis is on ensuring all activities are fully inclusive (not just female only programmes).

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Staff are confident and knowledgeable in engaging with BAME groups.	Limited cultural awareness or equality training has taken place and no information available through the staff intranet or in the staff handbook.	Some evidence of equality or cultural awareness training on making services more accessible for BAME groups as part of staff induction programme or via staff handbook/staff intranet.	All staff are trained around cultural awareness and equality. Staff are confident in their ability to assess programmes/facilities for impact on BAME groups.	Specialist equality and diversity and cultural awareness training is in place for front line staff. Staff appraisals includes objectives relating to BAME service delivery. Recruitment practices encourage BAME applicants, volunteers and board members.	The organisations employees and actively seeks out BAME coaches, activators, programme leaders with progression to management, peer mentors, Board members. Staff members consult regularly with BAME users to better understand how programmes and facilities should be adapted to meet cultural sensitivities around privacy, prayer areas etc. All front-line staff have received equality and inclusion training and cultural awareness training.
MEASURE					
There are clear measurement tools in place to enable the organisation to assess uptake and satisfaction among BAME groups.	There is no method of data collection for ethnicity/faith, usage or customer satisfaction data.	Some disaggregation of BAME data is in place, but no specific targets/KPIs are set. Case studies are used to identify and demonstrate impact on BAME groups.	Targets/KPIs with robust measurements in place for monitoring ethnicity and diversity. Customer satisfaction is measured at programme level for specific stages and is analysed for BAME engagement.	Targets KPIs are regularly reviewed and there is evidence of growth in activity levels for BAME groups. Data for BAME groups is mapped against customer satisfaction measurement to ensure services are fair and equitable.	BAME measurement and target setting is embedded in monitoring processes. Customer satisfaction is measured and BAME data analysed to demonstrate improvements. There is a year on year growth in activity levels for BAME groups.
REVIEW					
BAME groups are fully involved in the shaping of	There is little or no consultation or review	There is limited consultation with BAME individuals or	Programmes are reviewed in partnership with local organisations dealing with	BAME users are consulted in the review process and programmes are adjusted to	BAME groups are fully integrated into the process, by representation through

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services and reviews of performance	process that involves BAME groups.	groups working to engage BAME communities.	challenges affecting BAME groups. There is some evidence of change to activities as a result of this review process.	ensure they are inclusive and meet the needs of BAME communities. There is a transparent process by which feedback is addressed in programme development to drive continuous improvement. Clear processes exist for engagement and interaction.	forums, focus groups, online platforms, advisory groups etc. Reviews take place at whole service level to ensure programmes are inclusive, equitable and are engaging BAME audiences. Clear and transparent process exist for engagement and interaction.
IMPACT					
Stakeholder can clearly identify the positive impact the programmes have had on BAME lifestyle, personal development, health and wellbeing.	The organisation is unable to provide evidence of the benefits that programmes have on the lives of BAME groups.	There is limited evidence of benefit of programmes for BAME groups via case studies or at a single initiative level.	There is evidence of strong partnerships with organisations working with BAME groups and outcomes/outputs are jointly planned and shared. Uptake of programmes is good, and users are happy to serve as advocates.	The organisation can provide data that demonstrates improvements in BAME engagement. Wider individual development and social/health outcomes are recognised by BAME partners. Programmes are 'in demand' with activity registers full and high retention of BAME participants. Transition of BAME groups is taking place in employment and volunteer workforce.	There is significant progress against strategic outcomes that have been set with local partners. There is an expanding infrastructure of BAME Coaches, Activators and Active Volunteers benefiting and engaging other BAME communities. Staff recognise the potential to scale up successful activities and are actively doing so. Programmes are recognised locally/regionally/nationally as good/best practice.

Suggested Guidance

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Key Links

Sporting Equals Research Portal www.sportingequals.org.uk

- New & Emerging Communities Factsheets
- Faith & Sport Factsheets
- Case Study – Gurdwara, Sporting Pathways, Grassroots Movements, Into the Deep, Making Waves,
- Making Equals – Breaking down barriers through sport
- Ramadan Resource
- Faith and Religion in Sport Report
- Sport and Emerging Communities Report
- Affiliation Leagues
- Engaging BAME women and girls toolkit
- Insight BAME Coaching
- Volunteering for Communities
- Culturally Excluded Resource
- Specialist Insight – Market Segmentation Toolkit resources

Key Links – Generic and Related Areas

- Women in Sport: <https://www.womeninsport.org/> key messages: transforming sport for the benefit of every woman and girl in the UK; we're in are you?
- Sport England: women and girls insight pack https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf - summary highlights:
- Sport England: insight checklist https://www.sportengland.org/media/10083/insight_go-where-women-are.pdf
- This Girl Can <https://www.sportengland.org/our-work/women/this-girl-can/> nationwide campaign to get women and girls moving regardless of shape, size and ability.
- DCMS Sporting Futures Strategy: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf
- Equality for Sport web site: <http://equalityinsport.org/> website of the five UK Sports Councils, providing a wide range of equality-related material to assist all sporting organisations become more equitable and to provide a service to all sectors of the population.
- Equality Standard for Sport: <http://equalityinsport.org/equality-standard-for-sport/>
- Equality Act 2010: government guidance <https://www.gov.uk/guidance/equality-act-2010-guidance>
- PHE: <https://www.gov.uk/government/organisations/public-health-england> - contacts regional and local centres; national strategy
- Sport England: Strategy Towards an Active Nation <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- Sports Coach UK: list of workshops covering equity and inclusive coaching <http://www.sportscoachuk.org/workshops/workshop-search>

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PLAN

How do you plan to make your services and programmes more equitable for BAME communities?

Key Measures

- What proportion of BAME communities make up your user profiles and is this representative of the local community?
- What are your ambitions for encourage BAME communities to access and benefit from programmes and services?
- What insight have you used to help shape services and offers and is this reflective of the make-up of local communities?
- Have you involved BAME groups in the planning and design of your services and are offers culturally sensitive to the needs of local communities?
- Are your services and offers tailored to the needs of BAME women and girls particularly around facility access, privacy and women only activities.
- Do you engage with BAME communities organisations to help local engagement and access support to ensure offers are in inclusive and equitable?

Supplementary questions

- Have you carried out local mapping to understand the demographic profile of your local area?
- Have you engaged with local BAME community and faith organisations in the local area to ensure services are tailored to meet local needs?
- Which organisations in your community can help support you to inform programmes to ensure they are inclusive and address the cultural challenges facing BAME groups?
- Do your local service delivery plans have targets for BAME engagement in light of programmes, marketing and actions?
- Have you estimated the savings in healthcare in relation to the health inequalities affecting BAME groups?
- Have you estimated the potential social and economic cost of helping BAME communities to volunteers, gain skills and develop young people?
- What guidance have used to help shape service delivery;
 - Sporting Equals Insight
 - Focus Groups
 - Advisory Panels
 - BAME community or faith organisations
 - Sport England and DCMS Strategies

DO

What opportunities do you offer BAME communities and how do you attract them?

Questions

- How to reach and engage BAME communities in your local area?
- How does your offer differ for BAME communities and in particular BAME women and girls and what does it include?
- What venues do you use for activities and how do you ensure these are accessible for BAME communities?

Supplementary Questions

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- Do you make your marketing material inclusive and ensure diverse imagery?
- Do you use the 'This Girl Can' campaign to promote messaging and how have you made it appeal to BAME groups?
- Are you doing anything special during 'interfaith' week?
- Do you have a network of BAME individuals /groups to act as advocates?
- Do you use different ways of communicating with BAME groups e.g. through schools, colleges, shopping centres, faith centres, ethnic media etc.
- Have you explored the used of family orientated programmes and intergenerational programmes that attract for e.g. mothers and daughters, grandparents, grandchildren?
- Do you have a concessionary scheme offering discounts to attract BAME groups in deprived areas and those with a disability?
- Do you have a buddy or mentoring scheme to help engage BAME users and volunteers?

How do your staff deliver these services?

Questions

- What is the percentage of BAME groups on your staff, board, coaching and volunteer database?
- What do you do to recruit BME staff, coaches, volunteers and board members?
- How do staff in different roles understand and respond to the needs of BAME groups and what training do they specifically need?

Supplementary Questions

- Does your customer charter reference the need to engage BAME groups?
- Have coaching staff completed equality and diversity and faith training?
- Do you actively seek feedback from BAME groups and how is this acted on in improving services?
- Does your organisations include equality objectives in staff's performance appraisals?

MEASURE

How do you measure the engagement of BAME groups?

Questions

- How do you measure the levels of engagement and satisfaction of BAME participants, coaches and volunteers?
- How do you assess the impact of your services on BAME groups?

Supplementary Questions

- What data do you gather for measuring BAME engagement in relation to usage, retention, gender etc.
- What systems are in place for BAME groups to feedback and whether they would recommend your service to family/friends?
- What do stakeholders think about your service offer to BAME groups and would they recommend them to clients, members, colleagues and other organisations?
- Can you calculate cost saving for BAME local healthcare in your programmes?
- Can you calculate the economic value of education, skill development, volunteers of BAME groups involved in your programmes?

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- Do you have a programme to connect with other partners to share learning and best practice?

REVIEW

How do you review what you measure?

Questions

- Have you achieved your service objectives enabling greater engagement with BAME groups?
- How are BAME individuals/ groups involved in reviewing your services?
- How are your achievements for BAME inclusion presented to and acted upon by the management team and board?

Supplementary Questions

- What trend data do you have and what is it telling you about your services for BAME groups?
- What has worked well and has exceeded your expectations?
- What are your areas for improvement and further development?
- How well has your marketing and promotion performed? Is it achieving market penetration and additional usage?
- Are BAME customers attending programmes and sustaining involvement?
- What is the economic cost for services and how can it be reduced without affecting quality of provision?
- How do you find out about other BAME research and apply this to your services?

IMPACT

Has what you have done made a difference to BAME groups in your area?

Questions

- What evidence the impact of your service is having on BAME groups?
- What savings are your services for BAME groups having in your area?
- What is the economic value that your services for BAME groups are generating in your area?

Supplementary Questions

- Are you attracting inactive BAME groups and positively changing their attitudes and behaviour towards an active lifestyle? What is the conversion rate of engaging inactive BAME groups and helping them to adopt an active lifestyle (beyond 10 weeks)
- What quantitative and qualitative evidence do you have on the positive impact your services are having on BAME groups?
- Are your services helping BAME groups to access education, social or health interventions that will also benefit them?
- What is the estimated social return on investment of your services for BAME groups?
- Have you strengthened the infrastructure of BAME volunteers, coaches, mentors to reflect workforce diversity?
- Are facilities in your area more accessible, safer and culturally sensitive to the needs of BAME groups?
- Do you have learning and best practice that can be shared? And programmes that can be scaled up or replicated in other areas

