



PUTTING PEOPLE FIRST

GUIDANCE FOR SPORT ON HOW TO RESPOND
TO THE COVID-19 CRISIS

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CITE AS

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ABOUT

Launched in 2018, the Centre for Sport and Human Rights (CSHR) is a human rights organisation for the world of sport. The Centre’s mission is to advance a world of sport that fully respects human rights by sharing knowledge, building capacity and strengthening the accountability of all actors involved in sport through collective action and by promoting and supporting the [Sporting Chance Principles](#).

AUTHOR

This guide has been developed by the Centre for Sport and Human Rights with input from the members of the [Advisory Council](#) and other experts and drafting led by Alison Biscoe (CSHR)

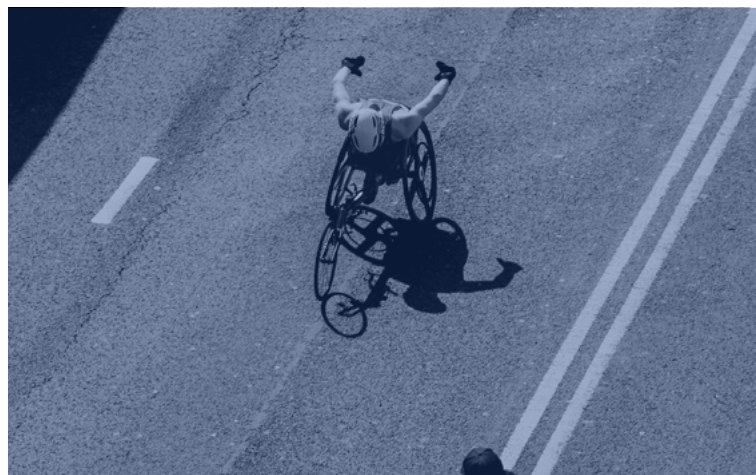
CONTACT

Website: sporthumanrights.org
Twitter: [@sportandrights](https://twitter.com/sportandrights)
Email: info@sporthumanrights.org

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BACKGROUND

As the world confronts the COVID-19 crisis, organisations responsible for the governance and management of sport activities at every level face a range of difficult decisions as they seek to protect public health and support athletes and workers, while addressing the economic realities associated with the postponement and cancellation of events. Decisions taken under pressure may be more likely to have unintended or unforeseen consequences for people. The below questions are therefore designed to support sports bodies and others in taking a people-centred approach to their planning and risk mitigation efforts. They are aligned with international human rights standards and related due diligence processes, as well as the [Sporting Chance Principles](#) already endorsed by many in the sport sector.

[Disaster management](#) strategies typically follow a similar structure to ensure an effective response and recovery. The below questions follow this structure and are designed on the assumption that organisations do not already have a human rights due diligence policy or process in place. It is hoped that by considering the below questions, sport can be a key driver in ensuring people emerge from the crisis stronger, and more resilient.

This guidance was developed with support and valuable inputs from the Centre's [Advisory Council](#) and other partner organisations. The Centre welcomes feedback on this tool and would be pleased to offer additional support and guidance where possible.

HOW TO USE THIS TOOL

Some questions in this tool may be more relevant than others for your organisation. In addition, depending on when during the crisis you use this tool, your organisation may be at a different stage – for example, if your organisation has already implemented response plans, the recovery section will likely be most relevant.

To further support your organisation's response, there is a resource bank which includes articles and guides that analyse different government policies around coronavirus, highlight how other businesses and sports bodies are responding to the crisis to give your organisation ideas, and consider particular impacts of the crisis, such as on gender. These resources are intended to help further your thinking as you go through the below questions. The resource bank can be found [here](#).

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STEP ONE: ASSESS



1 How is the COVID-19 crisis currently impacting your organisation and its stakeholders, including employees, athletes etc. and what local, national and international guidance, rules, mandates are you considering in this context?

Eg. What steps have you taken to date, including cancelling or postponing sporting fixtures? What impact is this having on: Athletes? Employees? Workers, including those in the supply chain? Broadcasters? Sponsors etc? If your organisation operates globally, are you taking a standard approach, or determining responses on a case-by-case basis?

2 What policies and tools does your organisation have in place that may support your response?

Eg. Does your organisation have policies that look at health and safety? Supplier codes? Diversity? Anti-discrimination? Does your organisation have systems and tools to exchange information on the impact of the crisis at the international and local level? Etc.

3 Who are the potentially affected people?

Eg. Athletes, fans, workers (including direct employees, stadium workers, supply chain), local businesses (eg. Pubs, restaurants near venues) etc.

4 Is there anything relating to the crisis or ongoing responses to it that could make specific people more vulnerable?

Eg. Women, children, LGBT community, persons with disabilities etc.

5 What actual or potential adverse impacts are affected groups facing as a result of the crisis?

Eg. Loss of livelihood, impacts on mental and physical health, loss of access or opportunity for sport etc.

6 What is the severity of the risks on affected groups?

Eg. Will they lose their jobs? Will they be able to meet their basic needs and access essential services?

7 Has your organisation engaged with affected groups on the issues they are facing?

Eg. How is your organisation reaching out to and consulting the affected groups identified above to understand the key issues they are facing? If you have already consulted these groups, how is your organisation considering this as part of its response?

8 What is the scale of the indirect impact on your organisation?

Eg. How are your supply chains / ticket sales / events / grassroots and youth sports programmes impacted? What will knock-on effects be?

9 Which jurisdictions are most impacted? How are governments responding?

Eg. What policies are being put in place at national and local levels? Have emergency measures been enacted? How do these measures affect your organisation's response?

STEP TWO: RESPOND



1 What can your organisation do to mitigate harm?

Eg. Using your answer from Step 1, Question 1, what can your organisation do to minimise the impacts on your organisation and those associated with it? For example, can you continue supporting workers through actions like offering flexible contracts? Honouring existing commitments with suppliers etc.?

2 What can your organisation do to prevent further harm?

Eg. Can you support local communities by using sport to safely bring people together, such as getting fans together to volunteer and support those in need in their community? Can your organisation or its high-profile athletes help spread accurate public health information?

3 Has your organisation considered the “unintended” consequences of this crisis? How does it plan to respond to these?

Eg. Have you considered what the impact of policies such as restricting freedom of movement will have on your organisation and its stakeholders? What will your organisation do if these measures are not temporary? Are there positive unintended consequences, such as closer relationships with your community or greater loyalty from staff? How might these impact how you rethink your business model etc.?

4 What leverage / influence does your organisation have to support the community or global response?

Eg. Can you donate money? Can sports technology, infrastructure or health professionals be repurposed to help relief efforts? Can you help spread awareness on the public health response and implications of not following rules? Consider also the reach of your member associations in local communities

5 How is your organisation coordinating its response with organisations in other sectors?

Eg. Is the response your organisation taking in line with the local and national response? Does it follow advice from public health officials? Is there anything your organisation could be doing to support existing calls for action such as repurposing equipment for medical use or donating supplies to frontline workers?

6 How is your organisation communicating?

Eg. Is your organisation communicating as often as possible (even if there are no significant updates)? Are you considering how to communicate to different audiences (ex. children, persons with disabilities etc.)? Is your communication clear? Are your communications in line with public health messaging?

7 How is your organisation engaging affected groups as part of its response?

Eg. How will your organisation ensure that affected groups are consulted in the response to the crisis? Are the solutions going to benefit them? How can they help inform the long-term recovery?

STEP THREE: RECOVER



1 What steps is your organisation taking to identify and assess the risks of the new reality following the crisis?

Eg. Are you consulting public health officials on the potential risks of re-opening sporting fixtures? Have you done risk assessments on safety to fans and players? Do you have processes in place to prevent entry of people displaying symptoms? How will you monitor athletes to ensure early detection of new infections? How will you support contact tracing efforts if someone attending an event does get ill?

2 Once the pandemic passes, what can your organisation do to remediate harms caused by the crisis? How will this shift your organisations' thinking?

Eg. If workers have lost jobs, can they be prioritised for re-hiring? If funding has been cut, how can remaining resources be distributed fairly?

3 What leverage / influence does your organisation have to support the recovery?

Eg. If sport for women or persons with disabilities has suffered more than men's sport, can you prioritise their recovery? Can your organisation continue engaging with the local community after the crisis? How can your organisation reconnect with grassroots programmes? If you are a larger organisation, how can you support smaller organisations to get back on their feet?

4 What lessons can be learned from this experience?

Eg. How will you prepare for a future similar crisis? What would you do differently? How are you preparing for a (likely) second wave of this pandemic, and how do you ensure the impact of a second wave will not have as devastating an impact as this one?

5 How can your organisation ensure sport "builds back better"?

Eg. How can you ensure that funding for grassroots sport is not cut to prioritise the professional game? How can you ensure that rebuilding is fair and equal and already marginalised groups are not left further behind? How do you proactively ensure a level playing field and equity in sport?



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