

BRITISH JUDO ASSOCIATION



**EQUALITY
ACTION
PLAN**

2009 - 2013



British Judo Association Equality Action Plan

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1 Introduction

Background

The British Judo Association (BJA) achieved the Foundation level of the Equality Standard for Sport (The Standard) in June 2007. The key principle of this level is to show that the applicant organisation is committed to equality.

BJA is now working towards the Preliminary level of The Standard. The key principle of the Preliminary level is for applicants to show that they know what they need to do to achieve equality, both within their own organisation and through the service they deliver. Central to achieving this is an action plan detailing activities that the applicant will carry out. In terms of the BJA action plan, audits carried out as part of the Foundation level, and supported by subsequent data gathering and analysis exercises, have already highlighted some points of concern or areas of underrepresentation that need addressing, namely:

- Poor response rate from members, at only 33%, to the question relating to disability
- Only 3% of people participating in judo are from an Ethnic Minority community, compared to the 10% demographic from the 2001 Census and there are particular categories, such as Bangladeshi, where this participation figure is much lower
- Less than 1% of members declared themselves as having a disability, with only 53 members stating they were visually impaired. This area needs development as it is closely linked to BJA's talent programme for Paralympic performers
- Less than 30% of members are female
- Equality statistics for coaches, officials, etc closely match the membership figures and all of these statistics need to be monitored on an ongoing, planned basis.

The Foundation level audit analysis made the following recommendations for action:

- I. Need to collate and analyse information relating to Coaches, Examiners, Referees and Competition Officials (note that this has now been done)
- II. Need to carry out a cross analysis to those members who are registered coaches to that of the analysis of participation
- III. Need to review development activity to ensure positive action is targeted at ethnic minority communities who are severely under-represented
- IV. Need to set aspirational targets for participation by priority groups and work with clubs to develop specific programmes to recruit new members
- V. Should develop actions that help meet the targets set, and ensure that activities do not adversely affect attempts to meet those targets.

Principles and commitments

The development of this Equality plan is based upon a number of principles adopted by BJA:

- All individuals have the right to participate in and enjoy judo
- All personnel involved in the sport of judo are responsible for creating an open and friendly environment for anyone wishing to participate in the sport

- Discriminatory behaviour will not be tolerated within the sport of judo
- All allegations and incidents of discrimination or other such unfair treatment will be taken seriously and responded to swiftly in accordance with the Association's policies and procedures.

BJA's acceptance of these principles of equality is illustrated by the following commitments:

- A. Devise and implement an equality plan that will both eliminate and safeguard against discrimination within the sport of judo.
- B. Educate and guide employees, members and volunteers of the Association on the adoption and implementation of the equality plan.
- C. Monitor and evaluate, on a regular basis, the Association's progress in the achievement of the aims and objectives contained within the Equality plan.
- D. Monitor and review the policy, practices, procedures and operational systems of the Association and keep the employees, members and volunteers informed of progress.
- E. Encourage and support the personal development of all employees, members and volunteers to assist their progress within the Association.
- F. Take positive action or devise special initiatives to target specific sectors of the community that may be underrepresented within its employment sector, membership, or representative bodies.

The 2009-13 Equality Action Plan

The concept of equality (the term equity has previously been used) is not new to BJA. An action plan, covering the period 2001-5, detailed numerous actions that would address inequalities. However, as shown by information gathered for the Foundation level of the Standard, significant underrepresentation still exists and the conclusion can only be that, even if the 2001-5 actions were initially successfully achieved, time has caused the effect of this to be lost and much of that plan needs revisiting. In a sense therefore, the 2009-13 plan can be regarded as an update to the earlier plan and anyone familiar with that document will notice a number of similar statements and actions.

The 2009-13 action plan is not merely a reproduction of the earlier version though. At the 2007 AGM of members, it was unanimously agreed that the focus of all future planning exercises should be growth. In December 2008, Sport England approved, almost in its entirety, the BJA submission for funding for the next 4-year period. This submission contained a number of interventions focusing on growth and sustainability and their successful achievement will mean that elements of that work will dovetail directly with this plan. It should be noted though that, as with any Governing Body, growth targets should be realistic, as there will always be a section of the population who are not interested in any sport, or that specific sport. For Judo, being a combat activity, this section of the population will be higher than for some other sports.

Additionally, through research and discussions, the 2001-5 plan has been enhanced and below are the main consultation responses:

- Equality needs to be mainstreamed, it is still too much out on a limb

- Must focus on sorting our own structures etc first before putting too many resources into influencing delivery
- Need to work more effectively with other Governing Bodies, equality agencies, County Sports Partnerships, Local Authorities, etc
- Inclusion Commission needs a structure and support that will sustain it, currently too dependent on a few people without sufficient practical support from the centre
- Need to run more pilot development programmes to try to find solutions to under representation
- The area of equality needs specific resources if it is going to make a difference
- Recruitment problems are a mystery
- Whatever we do within BJA will make little difference unless we can assist the clubs
- Need to address Visually impaired judo at development level to maintain Paralympic success
- Women may produce more Olympic medals
- Consider targeting areas of social deprivation.

Key to this plan is that it will be easy to use, being significantly shorter than the previous version. This has primarily been achieved by specifying, at a high-level, overall strategic aims and aspirations for the 2009-13 period and only including detailed actions for April 2009-March 2010. What is crucial is that the 2009 actions are constantly monitored, adjustments are made throughout the year to deal with any slippage and the detailed plan for April 2010 is developed well in advance of it commencing. There are few quantitative targets set for 2009. As mentioned, the focus of the first year of this plan is to get internal matters resolved, making quantitative targets inappropriate. success will be judged by the specified tasks being completed, which will create the framework and structures to set development targets in future years. Having said that, the successful application to Sport England identifies some key development areas where work can safely begin from April 2009.

This Equality Plan is aimed first and foremost at the BJA's employees, key volunteers and members, although it will also serve as confirmation to external partners of the BJA commitment to equality. The Plan is divided up into two main sections:

- The overall strategic aims and reasons behind the priorities within the equality plan
- The detailed Equality Action Plan.

2 Overall strategic aims

It is the intention of BJA that this Equality Plan will achieve the following overall aims during the 4-year period:

- A public and measurable commitment to equality from all its employees, members and volunteers.
- Within the relevant performance criteria, the establishment of truly open selection, recruitment and deployment procedures for paid staff, volunteers, athletes, officials and coaches.
- The co-ordination of regular, and appropriate, equality training for staff and volunteers.
- The representation of priority groups on management, planning, implementation and review groups.
- The mainstreaming of all equality-related activity into the appropriate department/area.
- Inclusion of Equality-related Actions post 2012 within the overall corporate plan, rather than in a stand alone document.
- A detailed, maintained and ongoing analysis and understanding of the social composition of the staff, volunteers, membership, athletes, coaches and officials.
- A prioritised approach that initially focuses: on gender, disability and ethnicity (known as the three priority groups) in 2009, includes age in 2010, religious belief in 2011 and sexual orientation in 2012. Note: although there will be a focus on certain groups at certain times, this does not exclude work in other underrepresented areas, it merely provides a degree of prioritisation.
- Wide ranging, specific initiatives that encourage all underrepresented groups to become involved in all aspects of Judo.
- A commitment to non-discriminatory behaviour by all staff, members and volunteers involved in the sport of judo, supported by evidence of this commitment working in practice.
- BJA achieving Intermediate level of the Standard and being seen as a lead NGB in the area of equality.
- The introduction of an annual monitoring and evaluation scheme to assess the progress of the equality plan and relevance of the equality policy.

3 Areas for action

The Equality Action Plan identifies six key areas that will be affected during 2009:

- I. Data collection and analysis
- II. Management and Administration
- III. Education and Training
- IV. Communications and Publicity
- V. High Performance Programmes
- VI. Sports Development Programmes.

Whilst each of the six focus areas can be individually assigned to one of the BJA departments and themes i.e. Members, Medals, Management or Strategic Projects it is essential that all four departments take an active role in promoting and implementing the Equality plan in its entirety.

The main impetus of the Equality Plan in 2009 focuses upon the management and general operational structures within the Association. Without effective internal systems in-place, it will be risky to attempt wide ranging changes to achieve equitable delivery. During 2009, the plan does include some equality specific sports development programmes. However, these can only be expanded, and new programmes devised, once BJA has:

- Ensured that the future process for detailed analysis and understanding of the social composition of staff, volunteers, membership and geographical location of clubs is robust, integrated into operational procedures and that the results are accessible to all relevant parties.
- Reviewed the structure and operations of the Association as a whole and implemented required changes identified.
- Continued to develop understanding and solutions to problems through research and ongoing evaluation of development work.
- Enhance the existing effective partnerships with external agencies who can advise on equality specific matters.

Upon completion/strengthening of these tasks, BJA will have more tangible evidence to identify those groups which are underrepresented in all aspects of judo, understand the reasons why this is the case and devise, with the support of partners, additional specific programmes that will address this underrepresentation.

To co-ordinate and ensure that the vast array of actions in 2009 is successfully delivered, a dedicated, appropriately skilled Equality Lead person will have to be identified. Whether this requires appointing an external individual on a one-year contract, or giving this responsibility to someone who is already in-house, is up to BJA senior management and/or the Board. What is vital though is that this function is the individual's sole role and they should not have to share this with other responsibilities.

3.1 Data Collection and analysis

This work area is essential in the planning and implementation of a successful equality programme. The Association is beginning to get a clearer understanding of the people who are involved in the organisation. Facts and figures are available in

relation to age, gender, disability and ethnic origin and the roles individuals have within the organisation i.e. as a player, coach, official, club committee member etc. Some analysis across roles is required and some robust recording and reporting systems need to be implemented. In time, data relating to religious belief and sexual orientation will be required, but this is beyond 2009.

The current audit data, along with the enhanced process mentioned above, will provide the following:

- Improved statistical information against which objectives and measurable targets can be devised and, in turn, development programmes initiated
- An information repository for all areas of the Association to assist with target setting, monitoring and evaluation
- A source of expertise and equality strand specific representatives for consultation purposes
- Identification of role models.

Action plan April 2009-March 2010 key objectives:

- I. To undertake further cross analysis of all personnel involved in the management, coaching, administration and service delivery of the organisation
- II. To create a robust process that ensures equality profile information for staff, Board members and elite performers is gathered and reported on annually as a minimum**
- III. To create a robust process that ensures equality profile information for members, coaches, officials and clubs is gathered and reported on every 2 years as a minimum**
- IV. To investigate if there are practical methods of recording equality profile information about participants, even if only on a sample basis, so that they can be compared to the Association's membership**
- V. To establish an annual monitoring and review system that meets targets outlined within the Equality Plan
- VI. To investigate the poor response rate to the question on disability in the members survey.

3.2 Management and Administration

The main impetus during 2009 focuses upon the management and general operational structures within the Association. Without effective internal systems in place, equitable delivery programmes will not be fully effective.

The BJA needs to review its governance documentation, policies and procedures in relation to equality to ensure that equality of opportunity is inherent in all its working practices and procedures. The Equality Action Plan concentrates on four main areas:

- Policies and procedures
- Recruitment
- Commissions and committees
- Staff Work programmes and responsibilities.

Action plan April 2009-March 2010 key objectives:

- I. To review all governance documentation to ensure that equality is appropriately reflected
- II. To devise an Equality Impact Assessment (EIA) process for all new policies, strategies, procedures and programmes
- III. To agree, and start to implement, a plan to carry out EIAs on all existing policies, strategies, procedures and programmes
- IV. To Carry out EIAs on all recruitment activity relating to staff and voluntary management Committees as a priority
- V. To recommend actions to address underrepresentation amongst staff and Management Committees
- VI. To ensure that relevant employees have equality targets incorporated into their work programmes
- VII. To nominate 1 staff member from each department to take a lead on equality, thus creating an internal equality support group
- VIII. To agree a specific budget for equality for the 2009-10 financial year and a fund-raising strategy to obtain money to fund the implementation of future specific equality activity
- IX. To work with partner agencies to implement the actions contained within the Equality Plan
- X. Create consultation networks for the three priority groups (Inclusion Commission already exists for disability or "special needs"), thus forming an external equality support group
- XI. To review the structure, composition of, support required by and remit of the Inclusion Commission to ensure it can be more effective and sustainable.

3.3 Education and Training

For any policy or action plan to work, the people it affects must

- a) be made aware of its existence
- b) understand why it exists and what it means
- c) understand their role and responsibility in the implementation of the plan
- d) receive support in carrying out their role.

This refers not only to the employees of the Association but to all the clubs and volunteers involved in the organisation's operations and services.

The BJA needs to directly and indirectly educate and train all individuals and clubs involved in their network.

Action plan April 2009-March 2010 key objectives

- I. To train all employees and key volunteers in the area of generic sports equality
- II. To incorporate generic equality training into the induction process for all new employees and key volunteers
- III. To provide the specific priority group training needs of all employees and key volunteers involved in the development, delivery and management of the BJA
- IV. To consider how equality can most effectively be incorporated into coach and officials training so that the priority groups benefit
- V. To investigate the practical support required by clubs and plan to put in-place solutions (resources, toolkit, etc) to meet this

VI. To ensure there is sufficient, ongoing equality support for staff, key volunteers, coaches, officials and clubs.

3.4 Communications and publicity

In keeping with the general theme of this plan, work within this area will be integrated into the Communications department. With effective communications being central to the success of the plan, it is particularly important that this mainstreaming takes place. This is not a revolutionary idea. Special Needs and Visually Impaired judo was covered in the 2005-9 communications/public relations strategy. Although it was rightly acknowledged that an effective public relations strategy cannot be achieved until delivery programmes are in-place.

This section is split into 3 main areas:

i. Equality resources

Some form of equality resource for staff and key volunteers needs to be created, and maintained on an ongoing basis, in paper or electronic format as appropriate. The resource will include, but not be limited to, the following:

- The Equality Policy
- The Equality Action Plan, or a summary of the plan with signposting to the full version
- Any other relevant policies, plans, Codes of Conduct, etc
- Explanation sheet on Equality specific matters such as: legislation, terminology
- Guidance sheets on publicity and information
- Examples of good practice
- Updates from the internal equality support group, Inclusion Commission and external equality support group
- Latest news and information
- Internal and external links to relevant contacts.

This resource should be regularly updated and will serve as the essential guide on equality in judo.

ii. Style guide

This area focuses on providing anyone who produces internal or external communications with equality-related guidance to make the information accessible and most effective. If Judo is to be regarded as a sport that is open and welcoming to everyone then its communications, publicity material and promotional literature must reflect this. A style guide covering, but not limited to, the following areas will assist with this aim:

- Imagery, both action and background
- Use of appropriate language including: plain English, no or limited jargon, etc
- Accessibility guidance: point size, font, line spacing, etc
- Alternative formats
- Alternative languages
- How best to sell inclusion.

If appropriate, this guide should be incorporated into existing communications guidance.

iii. Communication policy/plan

Using the equality resource and guidance, this area provides a framework and method to ensure that equality-related information is communicated effectively. Examples of what this will cover are:

- Options to allow all people to communicate with BJA and how these should be publicised
- When and how material should be reviewed to avoid discriminatory language, unnecessary emphasis adversely affecting a sector of society, etc
- How and when to communicate equality-related information to the media.

Action plan April 2009-March 2010 key objectives

- I. To produce an equality resource for staff and key volunteers
- II. To produce an equality-related style guide
- III. Establish links with specialist media networks i.e. ethnic minority, disability, women and girls, etc
- IV. To use the communication channels provided by existing equality agencies such as their Websites and magazine to promote Judo's work
- V. To produce an equality communications policy/strategy
- VI. To produce an equality communications plan
- VII. To timetable, and start to implement, reviews of existing material in order that they comply with guidance
- VIII. To carry out an access audit on the BJA Website to ensure it complies with recognised standards and make any amendments necessary
- IX. Ensure equality-related information held on the BJA Website (Inclusion Commission for example) is prominent and kept up-to-date
- X. To ensure that all statistical information gathered through the equality profiling exercise is available to appropriate parties
- XI. To ensure that there are appropriate mechanisms for all members of society to communicate with BJA
- XII. To identify and promote role models for each priority group
- XIII. To consider the introduction of an Equality Award Scheme
- XIV. To promote and publicise equality messages and examples of good practice through BJA publications, equality-specific media and general sports media.

3.5 High Performance Programmes

This section covers competitor, coaching and officiating High performance programmes.

The BJA must ensure that its performance programmes adhere to the principles and practices contained within the equality policy. All sectors of the community should have equal access to the opportunities inherent in the high performance programmes if they have attained the qualifying standard. It is important that attaining the qualifying standard is essential in this area and that it is understood that specified actions are not an attempt to lower these standards. For example, Judo for visually impaired competitors is an integral part of the world class performance programme

and as such the top visually impaired judo players, those in the Paralympic squad for example, should have equal access to the support systems and training opportunities that are available to the non-disabled competitors.

Action plan April 2009-March 2010 key objectives

- I. To review support services, selection criteria, etc ensuring there are no barriers that prevent elite athletes from any sector of society being prepared for and able to access, competition opportunities
- II. To review support services, qualification criteria, etc ensuring there are no barriers that prevent coaches from any sector of society being able to access BJA high performance coaching programmes and structures
- III. To review support services, qualification criteria, etc ensuring there are no barriers that prevent officials from any sector of society being able to access BJA high performance officiating programmes and structures
- IV. To investigate whether there is high medal potential for UK Women at World and Olympic/Paralympic level and, if there is, consider channelling extra resources into this area
- V. To Consider additional coaching resources for the Visually Impaired high performance squad
- VI. To formalise selection criteria for athletes and coaches that are part of the special needs national squad
- VII. To work with European colleagues to devise a common definition of “special needs”
- VIII. To host major championships for the individual priority groups where beneficial and feasible. And, if appropriate, consider integrating these with “mainstream” BJA activity.

3.6 Sports Development Programmes

Specific sports development programmes aimed at underrepresented groups within judo can only be fully established once the data collection/analysis, research and consultation work has been achieved. Hence, there are only a limited number of projects highlighted within this work area during 2009. Nevertheless, essential groundwork will be carried out with partners and members of the priority groups to ensure that a wide range of planned programmes will be in-place for 2010 and beyond. Such programmes may be specifically targeted at an individual priority group, or may take a different approach, such as targeting areas of social deprivation, which may benefit more than one group.

As part of the Sport England funding submission for the next 4-year period, a number of key initiatives within the “Widening the Market” intervention have been put forward and the ones listed below should have a direct effect on, and therefore link to, this plan:

- i. The implementation of a programme of Player Development and Recreational Activity (PDRA) to deliver a range of workshops locally

- ii. Creation of the “SHAPE UP FOR SUCCESS IN JUDO” initiative to work with clubs to implement appropriate programmes of physical conditioning for players in their formative years in order that they are best prepared for a combat sport
- iii. Specific initiatives for female participants including:
 - Establishment of a working group
 - Female only PDRA workshops
 - Female only workshops for coaches, referees and competition officials
 - Female only coach education courses
 - Female representation on Board and Commissions (links to actions specified within 3.2 of this plan)
 - Identify clubs that have a good track record of nurturing female players.
- iv. Specific initiatives for participants with “Special Needs” including:
 - Ensure special needs provision is included in all materials
 - Build into all technical grading syllabi specific provisions to cater for players with special needs
 - Develop a flexible approach to the assessment process with coaches and examiners
 - Develop a model of good practice from work already carried out with special needs players and promote this model to interested clubs
 - Actively promote events specifically for, or including, players with special needs.

Note: there is an initiative in the Sport England submission that relates to work with youth participants (14-19), but since age is not an equality focus in the first year of this plan, it has not been included in this section. Reiterating what was said above however, this should not prevent those with an equality remit supporting this work, it is just that the equality plan will not contain actions relating to this area.

The one additional piece of development work not included in the Sport England submission is the plan to attract more visually Impaired athletes, with the aim of this being not only to increase participation, but also to identify potential athletes for the high performance squad.

Action plan April 2009-March 2010 key objectives

- I. To continue investigating what are the current causes for the underrepresentation of women and girls, people from ethnic minorities and people with disabilities as participants in judo
- II. To recommend solutions, likely to include further development programmes, to increase participation from the three priority groups
- III. To develop specific, measurable and realistic equality targets within all existing sports development programmes
- IV. To provide an equality influence on the implementation of the PDRA initiative from the Sport England funding submission
- V. To provide an equality influence on the creation of the “shape up for success in judo” initiative from the Sport England funding submission

- VI. To assist with the delivery of specific initiatives for female participants from the Sport England funding submission
- VII. To assist with the delivery of specific initiatives for participants with “special needs” from the Sport England funding submission
- VIII. To create and implement, in conjunction with relevant partners, a development programme to attract more Visually Impaired participants
- IX. To ensure pathways are in-place for any new Visually Impaired participant with potential to progress towards the High Performance squad.
- X. To start to mainstream organisation of equality-specific events with the organisation of the British championships for people with special needs becoming the responsibility of the BJA events department.