

The British Judo Association



NATIONAL GUIDANCE NOTES

for the production of

AREA DEVELOPMENT PLANS

EXECUTIVE SUMMARY

Although this is the first section, it will be the last to be written. It provides a summary of the key objectives and the action required, as detailed in Section 4 - The Action Plan. Many people will read no further than this section, so it should provide them with an understanding of the main tasks that the organisation will be carrying out during the life of the plan.

The British Judo Association *{Insert Area name}* Area Development Plan *{Insert time period; eg. 2001 – 2004}*

When the document is complete, the table of contents can be updated automatically. Position the mouse pointer over the table, press the right mouse button and select 'Update field' from the menu. Then select 'Update page numbers only', and click on the 'OK' button.

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1. INTRODUCTION

This section provides an overview of the organisation of Judo, how Great Britain fits in globally, and then how this Area fits into the national structure. It then goes on to state the purpose of the plan, in relation to the BJA national development programme, and to provide an overall aim plus some strategic objectives, which directly relate to the headings used in sections 2, 3 and 4. Most of the text can be used as it is, by just inserting the name of the Area and relevant counties where indicated. However, a position statement for the Area should be added, and some of the topics this should cover have been suggested.

1.1. Organisation of Judo

The British Judo Association (BJA) is the National Governing Body for Judo in Great Britain. It was established in 1948, and was incorporated as a company, limited by guarantee, in 1978. The member clubs directly elect the Chairman and the six Directors.

The BJA is recognised by the United Kingdom Sports Council (UKSC), Sport England, the Sports Council for Wales, the Scottish Sports Council, the Northern Ireland Sports Council, the British Olympic Association, and the Central Council for Physical recreation.

The BJA is also a member of the International Judo Federation (IJF) and the European Judo Union.

Furthermore, the BJA is recognised internationally by the International Olympic Committee, the Judo Confederation of the European Union, and the Commonwealth Judo Association.

Delivery of the BJA's strategic objectives and other specific corporate issues are addressed by the Associations executive staff and the following established commissions:

- Coaching
- Competitions
- Education & Development
- English Areas
- Finance
- Inclusion
- Promotions/Gradings
- Referees

The BJA *{Insert name of Area}* Area consists of the counties of *{Insert names of Counties covered by the Area}*, and is one of 12 geographic areas created by the BJA, nine of which are in England; the other three consisting of Northern Ireland, Scotland and Wales. Each Area has its own autonomous committees. The Armed Forces also have the same status as the geographic areas.

In addition to these geographic areas, various other Judo associations are affiliated and recognised by the BJA. These include the British Schools Judo Association and the British Universities Judo Association.

{Include a position statement of the Area – eg. How many years has the Area been in existence – list any major events or achievements (or calamities?) – have there been any major changes in the structure/organisation over the years (apart from personnel)}

1.2. Purpose of the Plan

The overall aim of the plan is to propose and present a concise, coherent framework for the development of Judo in the *{Insert name of Area}* Area, which will help to increase membership of the clubs, and improve standards of performance.

The BJA has in place a Corporate Strategy 2000 – 2004 “from Sydney to Athens”. This showed the need for recruiting a development team for the Association; A Head of Development, plus two Regional Officers, are now in post.

This plan is in line with the BJA Corporate Strategy, and is intended as a practical, working document; to guide the area in its future work. It will be reviewed annually, and progress reported at the Area AGM. Minor amendments may be made as necessary at that time, and the action plan updated.

Thorough consultation with all partners, (clubs, BJA, Sport England, BSJA), will take place at all stages of production and implementation of the plan.

The key objectives for the BJA *{Insert name of Area}* Area are as follows:

- To ensure best practice in administration is followed at all times
- To increase the number of people participating in Judo, especially the target groups of women and girls, young people, disabled people, black and ethnic minorities, and people from disadvantaged communities
- To increase the number of Coaches, Examiners, Referees and Officials, and to ensure that they are trained to the highest possible level
- To ensure that all players have the opportunity to attain higher grades
- To provide appropriate competitive opportunities at all levels of the sport
- To strengthen the structure for training individual performers and to ensure that the best possible methods of Sports Science are available
- To increase the number of BJA affiliated clubs, and support the use of appropriate facilities
- To ensure the continuing financial stability of the Area finances
- To encourage a greater awareness of the need for Judo both as a sport and an educational concept
- To create a common vision for Judo in the Area, that all members and clubs will share in

2. ASSESSMENT OF CURRENT SITUATION

Provide as much information as possible regarding the current activities of the Area. The type of information required is indicated in the blue panels at the start of each sub-heading, followed by example text in normal print. (This will need amending to suit the situation in your Area). Statistical/numerical information should be added wherever possible (eg. The number of active, qualified coaches over last five years). Also, where appropriate, give the reasons behind what happens now. This depth of information will make it easier to decide what needs to happen in the future, and whether current practice needs to be changed.

2.1. Management and Administration

This sub-section covers how the Area committee functions. The type of information required is as follows:

- Is there a written constitution? Has it has been updated to take account of EU Human Rights legislation enacted in 2000? Does it cover how officers are elected and decisions reached? **(A copy of the constitution should be appended to this plan)**
- Provide an overview of the committee structure with very brief descriptions of the role of each officer, (could be in diagram form).
- Are all the committee posts filled? How does the Area go about recruiting people to these posts? Are there job descriptions for each of them?
- Is a reasonable cross-section of clubs represented on the committee?
- What training do officers receive for the jobs they are supposed to do? Are the training needs of club administrators generally considered? Is any use made of Sport England's 'Running Sport' programme?
- Are minutes of meetings produced and circulated to member clubs? Are these minutes approved at subsequent meetings and signed by the chairman?
- Are there sufficient volunteers, with the necessary skills, available to carry out all the other tasks that may be required to support the committee work? (eg. Sub-committee members).
- Does the Area have an effective equity policy? How is this promoted to member clubs? Have officers received training on this issue?
- Does the area have a child protection policy? Does this set out clear guidelines to follow when there are allegations of abuse? How is the policy promoted to all clubs, coaches, coaches and officials?
- Are effective and fair disciplinary procedures in place to deal with wrongdoing/grievances? (This may already be taken care of by the constitution).
- Does the Area participate fully in BJA matters? (Representatives on commissions – attendance at AGM and consultation days, etc.) Does it assist the BJA in communicating national issues/developments to members?
- Is progress/achievement of Area objectives evaluated and monitored? How?
- Is IT used to streamline administrative processes?

2.2. Participation/Members

This is to do with how many people are participating in Judo in your Area; who are they - (Gender, age, ethnic origin, disability); how are they recruited? The type of information required is as follows:

- Statistical information on total membership over the last few years. Break this down into sub-categories: Women & girls, juniors, ethnic minorities, disabled people, disadvantaged communities. If any of this information is not available, then provide what is known, and then make it a recommendation in section 3 to gather the remaining statistics over the first year of the plan
- How do those participation figures match the demographics of the Area as a whole? For instance, if there is a large ethnic minority population, is this reflected in the membership figures from this group?
- Links with the British Schools Judo Association.
- Links to County Sports Development Units/Officers, Local Education Authorities, and other agencies? (For example, Active Schools Officers).
- Links to individual local authority sports development units/officers.
- With all of the above three bullet points, any outstanding examples of good practice could be quoted. It could then be a recommendation in section 3 to encourage other clubs to follow this example.

2.3. Coach Education and Development

Provide information regarding the recruitment, training, and deployment of coaches. This section is not about coaching sessions that may take place in the Area. The type of information required is as follows:

- Provide details of the BJA Coaching Awards structure.
- Statistics on numbers of active coaches, together with their qualifications, over the last five years. Are the numbers increasing or declining? What age groups are these from? How many are women, disabled, or from ethnic minorities? Do these figures reflect the level of participation in Judo from these groups?
- How many coaches have attended Disability Awareness Training?
- How many coaches are Personal Safety Advisors?
- Details of any strategy (formal or otherwise) to recruit and deploy coaches. For instance, the Area may operate a coaching scholarship scheme to provide financial assistance for individuals training to become coaches.
- Details of any coach profiling system. (This may be useful to gain any extra information that is not included in the BJA coach registration form).
- How are the training needs of coaches assessed and met? (This could be tied in with the previous bullet point).
- How are coaches encouraged to develop their skills, and gain higher qualifications? Is there any formal mentoring system in place? What use is made of Area Squad Training sessions for this purpose?
- Is use made of any of the National Coaching Foundation courses?
- What coaching seminars/workshops are held and how often?
- **NOTE: what about NVQ's?**

2.4. Examiners, Referees and Officials

Similar to previous sub-section, except that it focuses on Examiners, Referees and Officials! The type of information required is as follows:

- Provide details of the BJA Awards structure for Examiners, Referees and Officials
- Statistics on numbers of active Examiners, Referees and Officials, together with their qualifications, over the last five years. Are the numbers increasing or declining? What age groups are these from? How many are women, disabled, or from ethnic minorities? Do these figures reflect the level of participation in Judo from these groups?
- Are the numbers sufficient to meet the needs of the Area? (Give reasons). Do all Area competitions have enough referees and officials present of a suitable standard?
- Give details of any strategy (formal or otherwise) for recruiting, supporting and deploying Examiners, Referees and Officials.
- Details of any profiling system for Examiners, Referees and Officials.
- How are the training needs of Examiners, Referees and Officials assessed and met? (This could be tied in with the previous bullet point).
- How are Examiners, Referees and Officials encouraged to develop their skills, and gain higher qualifications? Is there any formal mentoring system in place?
- Is any financial assistance available for individuals training to become Examiners, Referees or Officials.
- Give details of any seminars, courses, and workshops held in the Area. Were these successful? How many people attended? Did they lead to an increase in the numbers of active Examiners, Referees or Officials.
- Is the BJA Junior Referee qualification promoted throughout the Area? How many Junior Referees are there? Is this satisfactory?

2.5. Promotion Examinations

This section should give a brief overview of the BJA Grading system, and go on to explain how players currently achieve promotion through the system. The text provided can be used as it is – all that is required is to add information regarding grading events in the Area. (Eg. Frequency, location, number of players grading annually, etc.)

There are four distinct categories of Promotion Examination (known as the ‘grading system’) within the British Judo Association catering for varying ages and ability levels.

- The Kano award scheme, which exists for five, six and seven year old players has 9 levels - the scheme is non-competitive and requires the Judoka to demonstrate basic techniques, combinations, counters and also examines basic terminology, refereeing calls and general Dojo etiquette. Sew on badges are awarded to indicate the level of award gained rather than coloured belts as with the three other schemes.
- The Mon grade system covers the eight to fifteen age range and has 18 levels. These are broken down into groups of three and the players are awarded coloured and banded belts to denote their rank - for example 5th Mon is a yellow belt with two red stripes and 6th Mon is a yellow belt with three red stripes. To recognise the experience of players coming from the Kano scheme, holders of Kano awards 1, 2 or 3 are automatically regarded as 1st Mons, level 4, 5 or 6 converts directly to 2nd Mon and level 7, 8 and 9 to 3rd Mon once players have reached eight years of age. From Novice

to 6th Mon, the scheme is non-competitive. Candidates may be tested by a valid BJA Club, or Senior Club, Coach, or by person validated as a BJA Area, Provisional Senior, or Senior Examiner. From 7th Mon upward, the grading scheme consists of two sections: theory and competition.

- The Kyu grade scheme is typically for senior players age sixteen years and above, (however it is possible for players as young as fourteen to choose to hold a Senior licence and enter Kyu gradings). There are 9 grades starting at 9th Kyu (yellow belt) and progressing to 1st Kyu (brown belt). The grade of 9th Kyu can be attained at a grading competition or awarded on completion of a course of elementary instruction that takes place at a BJA member club. The award can be made by a valid BJA Examiner, or a BJA Coach qualified to Senior Club or Club Coach level. For promotion within the Kyu grades, a candidate must complete both a theory section, and a contest section of the examination. The theory section must be completed first.
- The Dan grade scheme begins with the coveted 1st Dan black belt. Players must be a minimum of fifteen years of age to obtain this grade; subsequent grades are also subject to age and time restrictions. Dedicated players can progress competitively to the grade of 5th Dan - players from 1st to 5th Dan all wear black belts. Honorary grades recognise very senior players from the 6th Dan, which is a red and white banded belt, to the very rarely awarded 10th Dan, which is plain red belt.

{Should we make some mention of Kata here? The fact that the only way to progress is through competition is a bar to greater participation?}

Also – what about the BSJA 5-star Award scheme – should we make some mention of it here?}

2.6. Competitive Structures

Explain what competitive opportunities exist in the Area at every level. Provide some analysis in terms of:

- The main competitions that take place in the Area
- Are there appropriate opportunities for juniors or disabled people?
- Are there appropriate/sufficient opportunities for all grades?
- Are competitions well supported by players
- Is the overall structure appropriate in today's competitive leisure market?
- Do more opportunities need to be created?
- Are there clear pathways of progression as players improve in standard?

2.7. Performance and Excellence

Detail the training structure for players in the Area. In particular:

- Are there any designated High Quality Practice/Skills Centres in the Area?
- Are Area Training Squads operated? If so, what provision is made for:
 - Juniors?
 - Women and girls?
 - Disabled people, including all age groups/levels, and all categories (blind and visually impaired, deaf and hearing impaired, learning disability, cerebral palsy, amputees, wheelchair users)? Are any of these players integrated into sessions for able-bodied players?
- How are talent players who would benefit from the above structure identified?
- How are players selected for squads? Are there objective selection criteria?
- How is the training structure promoted to all clubs/coaches in the Area
- Is the training structure successful in turning out elite performers, no matter which part of the Area they reside?
- What use is made of sports science? Is there a link with a local sports science establishment?

2.8. Clubs/Facilities

Provide statistics to show the growth/decline in the number of clubs over the last five years. In addition, provide statistics about facilities used by the clubs. Eg:

- How many clubs require new mats?
- How many clubs have a dedicated dojo, or use leisure centres, community halls, or school premises?
- How many have a long-term lease, or own the freehold, or have a management agreement securing access to the facility?
- Is the existing facility base adequate to meet the current needs of the sport?
- Is there sufficient spare capacity to allow for a significant increase in participation?
- Are there any geographical dead spots in terms of facility provision?
- Are facilities suitable to attract more women into the sport?

2.9. Finances

Give a brief overview of the Area finances – net current assets, income/expenditure, development fund, etc. Show how the finances are organised, and how budgets are controlled. Also show the main sources of income and how much each of these are worth. Provide an analysis of whether this revenue is sufficient for the needs of the Area, whether costs are too high, etc.

2.10. Marketing and Communication

Provide details of how the sport is promoted throughout the Area, and the communication channels with members, the press, and the public. In particular:

- Are an annual handbook and regular newsletters produced?
- Are members/clubs views sought on Area initiatives/issues?
- Does the Area have a Press Officer?
- What local TV/media coverage is achieved?
- What is the profile of Judo in the Area?
- Has the area been successful in gaining any sponsorship for its programmes or events?
- Does the Area have a web site? What information does it contain? How often is it updated?
- What promotional materials are used? Are these available for use by clubs? Is there any evidence of their effectiveness?
- Is an exhibition stand available and used at Judo and other events?
- Does the Area have a good working relationship with the Sport England Regional Liaison Officer for Judo? Is the Area always represented at Sport England events/functions?

3. THE FUTURE – ‘WHERE DO WE WANT TO BE?’

This section should address the strengths/weaknesses/threats/opportunities highlighted in Section 2. There should be a list of recommendations, which include measurable targets, and reasons set out as to why this recommendation is necessary. This need not be complicated, but will help you to focus on the things that are important.

Bullet points are included under each heading, to act as an aide memoir for the type of information to include.

3.1. Management and Administration

Include recommendations concerning:

- Any necessary changes to the constitution
- Amendments to the committee structure (could relate to constitution)
- Recruitment, training, management of committee members
- Representation of clubs at committee meetings
- Organisation of committee business – minutes, meeting times, etc.
- Equity issues specifically related to the committee
- Child Protection policy
- Disciplinary procedures
- Relationships with BJA
- Monitoring and evaluating progress towards goals set out in this plan
- Use of modern technology for Area business

3.2. Participation/Members

Include recommendations concerning:

- Increasing participation among Sport England's target groups. I.e. Women and girls, young people, ethnic minorities, disabled people and people from disadvantaged communities. (Try to quantify the increase. Eg. To increase the number of women participating by 10% each year)
- Links with the BSJA
- Links to County/Regional sports development officers/units
- Links to Sport England Regional Office
- Links to local authorities

3.3. Coach Education and Development

Include recommendations concerning:

- Increasing the number of qualified coaches
- Increasing the number of coaches from Sport England's target groups (see Participation/Members)
- Encouraging coaches to gain higher qualifications
- Providing for the wider educational needs of coaches – eg. Disability Awareness, Child Protection, Physiology, Psychology, etc.
- Coach mentoring schemes
- NVQ's?

3.4. Examiners, Referees and Officials

Include recommendations concerning:

- Increasing the number of qualified Examiners, Referees and Officials
- Increasing the number of Examiners, Referees and Officials from Sport England's target groups (see Participation/Members)
- Encouraging Examiners, Referees and Officials to gain higher qualifications
- Providing for the wider educational needs of Examiners, Referees and Officials – eg. Disability Awareness, Child Protection
- Seminars/workshops linked to two previous bullet points
- Promotion of the BJA Junior Referee scheme

3.5. Promotion Examinations

Include recommendations concerning provision of suitable opportunities for players in all weight/age categories, and for people from Sport England target groups.

3.6. Competitive Structures

Include recommendations concerning:

- Provision of appropriate opportunities for all grades and people from Sport England's target groups. This may require a radically different approach to what has happened in the past, depending on how successful the Area is in attracting people into competition.
- Ensuring good attendance at Area events
- Ensuring there are clear pathways of progression from local to Area to National events for improving players

3.7. Performance and Excellence

Include recommendations concerning:

- Establishment/amendments of talent id/development programme
- Support for designated High Quality Practice/Skills Centres in the Area
- Establishment/amendments of Area Training Squads for all categories Sport England target groups
- Selection criteria for above
- Promotion of the training structure to clubs/coaches
- Use of sports science

3.8. Clubs/Facilities

Include recommendations concerning:

- Improvement of facility base
- Encouraging clubs to ensure they have security of tenure
- Encourage smaller clubs to seek larger facilities where they will have space for new members
- Encouraging the establishment of new clubs where appropriate

3.9. Finances

Include recommendations concerning:

- Ensuring future stability of the Area finances
- Identifying and seeking other possible sources of funding, to include:
 - Sponsorship
 - Grant aid
 - Merchandising
 - Fundraising events

3.10. Marketing and Communication

Include recommendations concerning:

- Communication with members:
 - Handbook?
 - Newsletters?
 - Web site
 - Other promotional material
- Communication with the general public:
 - Local press/TV/radio
 - Web site
 - Exhibition stand with full complement of promotional material
- Partnerships with Sport England, local authorities, LEA's, schools

BRITISH JUDO ASSOCIATION
***{INSERT NAME OF AREA}* AREA**
DEVELOPMENT PLAN

SECTION 4 - ACTION PLAN *{Insert time span – eg: 2001 – 2004}*
{Insert date of publication}

