

BRITISH JUDO ASSOCIATION



**EQUALITY
ACTION
PLAN**

2009 - 2013



British Judo Association Equality Action Plan

Contents

1	Introduction	3
2	Overall strategic aims	7
3	Areas for action	8
3.1	Data Collection and analysis.....	8
3.2	Management and Administration.....	9
3.3	Education and Training	10
3.4	Communications and publicity	10
3.5	High Performance Programmes.....	12
3.6	Sports Development Programmes	12
4	Action Plan.....	15
	Data Collection and Analysis	16
	Management and Administration.....	18
	Education and Training	21
	Communications and Publicity	24
	High Performance Programmes.....	26
	Sports Development Programmes	29

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.

The 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 under-representation 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. The need to collate and analyse information relating to Coaches, Examiners, Referees and Competition Officials (note that this has now been done)
- II. The need to carry out a cross analysis of those members who are registered coaches to that of the analysis of participation
- III. The need to review development activity to ensure positive action is targeted at ethnic minority communities who are severely under-represented
- IV. The need to set aspirational targets for participation by priority groups and work with clubs to develop specific programmes to recruit new members
- V. BJA 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 the 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.

The 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 under-represented 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 the 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 under-representation 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 that specific sport, or any sport at all. Some people argue that, for Judo, being a combat activity, this section of the population will be higher than for some other sports. On the other hand, others believe that, if marketed innovatively, the fact that judo is a combat sport could be an advantage and could attract people for a variety of non-sporting reasons, self-defence for example.

Additionally, through research and discussions, the 2001-5 plan has been enhanced. Two phases of consultation took place to contribute towards this plan. The first phase was with senior staff, Board members, members of the Inclusion Commission and a variety of interested individuals. The second phase consulted a wider audience and included equality agencies, Sports Councils, Home Country Judo Governing Bodies, as well as being placed on the BJA Website and BJA online discussion forum. By far the majority of consultation responses were positive and below are just a few that have influenced the development of this plan:

- 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 it is 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 the BJA will make little difference unless we can assist the clubs, but it should be borne in mind that a “one size fits all” solution will not be practical for all clubs
- Need to address Visually Impaired judo at development level to maintain Paralympic success
- Due to the lack of development in some other countries, there may be a higher chance of UK women, compared to UK men, winning Olympic and Paralympic medals
- Need to ensure that the volunteer system is fair and transparent to encourage representatives from all sectors of society
- More innovative approaches should be used to attract and train coaches and officials, we shouldn't just stick to the tried and tested formula
- Not all coaches will have the same skills and abilities, we should build on strengths and not expect everyone to be an expert in all areas
- The need to consider targeting areas of social deprivation.

This plan links to, and has an effect on, all areas of the organisation. As already mentioned, the plan links closely to the 8 interventions specified in the sport England funding bid:

- Establishing a World Class English Delivery System
- London
- People Development
- Delivery Environments (Clubs and Schools)
- Improving the Experience for Young People
- Widening the Market (the main intervention linking to this plan)
- England Excel – *Talent ID and Performance Pathways*
- Facilities Strategy.

In addition, there are close links to:

- The annual operational plans
- The performance plan
- The communications strategy.

The 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. More details about how the plan will be monitored can be found at the beginning of section 4.

Once approved by the Board, anticipated to be on 24 February 2009, the plan will be communicated in the following way:

- It will be sent via Email to all members of staff and key volunteers
- It will be discussed at staff team meetings
- It will be sent by Email to all those that contributed to the consultation process
- It will be placed on the BJA Website
- An explanatory note, along with a summary of the plan, will be sent to all clubs
- An article will be published in Matside, the quarterly publication that goes to every licence holder and key partner (around 27,000).

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 the 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
- The 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 under-represented areas, it merely provides a degree of prioritisation
- Wide ranging, specific initiatives that encourage all under-represented 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
- The 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.

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 the 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 that are identified.
- Continued to develop understanding of, and solutions to, problems through research, consultation and ongoing evaluation of development work.
- Enhanced the existing effective partnerships with external agencies who can advise on equality specific matters.

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

To co-ordinate and ensure that the vast array of actions in 2009 is successfully delivered, appropriately skilled Equality resources will have to be identified. Whether this requires giving this responsibility to a specific member of staff, or sharing this responsibility between a number of staff, is up to the BJA senior management and/or the Board. What is vital though is that the individual(s) should be given sufficient time to deliver this work and should not have to juggle this with other major priority areas.

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 is gathered and reported on
- III. To investigate if there are practical methods of recording equality profile information about participants
- IV. To establish an ongoing system that monitors and reviews targets outlined within the Equality Plan
- V. To investigate the poor response rate to the question on disability in the member survey.

3.2 Management and Administration

The main impetus during 2009 focuses upon the management and general operational structures within the Association. Without robust and meaningful 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 throughout
- II. To devise and implement an Equality Impact Assessment (EIA) process

- III. To ensure there are sufficient resources available to deliver planned equality work
- IV. To review the structure, composition, support required and remits 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. The recent training needs analysis exercise for staff and Board members has identified that general equality awareness is required. This will be provided by in-house resources for staff and as part of the Sport England funded training programme for the Board. Once this has been received, further training requirements will be gathered and analysed, in order that more specific training can be provided. A series of Runningsport "A Club For All" workshops have recently been held in each region within England and offered to member clubs.

Action plan April 2009-March 2010 key objectives:

- I. To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services
- II. To consider how equality can most effectively be incorporated into coach and officials training, so that the priority groups benefit
- III. To investigate the practical equality support required by clubs and put in place solutions
- IV. 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 toolkit

Some form of equality resource (toolkit) for staff and key volunteers needs to be created, and maintained on an ongoing basis, in paper or electronic format as appropriate.

The toolkit 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 and 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 including point size, font, line spacing, etc
- Alternative formats
- Alternative languages
- How best to promote 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.

Note: the BJA Website is currently being updated and it is anticipated that the new version, with an equality-specific page, will be implemented by the time this plan commences. Part of the development is to ensure that it meets required accessibility standards and therefore, since the inclusion of this is prior to this plan, no objectives or actions relating to this area have been specified.

Action plan April 2009-March 2010 key objectives:

- I. To produce equality-related communications support material
- II. To improve the promotion and publicity of the BJA's equality work
- III. To ensure that all BJA material can be used effectively by priority groups
- IV. To ensure that all statistical information gathered through the equality profiling exercise is available to all appropriate parties.

3.5 High Performance Programmes

This section covers competitor, coaching, officiating and 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 ensure there are no barriers preventing any sector of society accessing high performance services, as long as the required performance criteria is met
- II. To consider priority group specific actions that may improve medal potential and/or improve competition opportunities.

3.6 Sports Development Programmes

Specific sports development programmes aimed at under-represented 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.

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:
 - The 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)
 - Identification of clubs that have a good track record of nurturing female players.
- IV. Specific initiatives for participants with “Special Needs” including:
 - Ensuring special needs provision is included in all materials
 - Building into all technical grading syllabi specific provisions to cater for players with special needs
 - Developing a flexible approach to the assessment process with coaches and examiners
 - Developing a model of good practice from work already carried out with special needs players and promote this model to interested clubs
 - Actively promoting 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.

There are 2 additional pieces of development work not included in the Sport England submission.

The first of these 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.

The second additional piece of development work is involvement in the Premier League 4 Sport project. This is an initiative that is supported by DCMS, Sport England and the Youth Sport Trust and is funded by the Premier League. The aim is to use the football connection to attract people in Inner City areas to sport, thus directly addressing the suggestion to target areas of social deprivation and indirectly increasing the likelihood of ethnic minority involvement in judo.

Action plan April 2009-March 2010 key objectives:

- I. To continue investigating what are the current causes for the under-representation of women and girls, people from ethnic minorities and people with disabilities as participants in judo
- II. To mainstream equality into new and existing sports development programmes
- III. To have an involvement in the key initiatives put forward as part of the “Widening the Market” intervention in the Sport England funding submission
- IV. To increase the number of Visually Impaired participants in judo
- V. To have an involvement in the Premier League 4 Sport project.

4 Action Plan

For each key objective, the plan below identifies the following:

- Tasks/actions to be undertaken
- Timescales
- The department responsible for undertaking the task/action
- Performance indicators to prove that the task/action has been carried out

Tasks/actions will be further broken down within departmental and individual work programmes, where specific time and financial resources will be identified. It is not possible at this stage to allocate individuals to tasks/actions, partly because roles for the forthcoming year have not been finalised, but primarily because a number of people who will be carrying out this work have not yet been appointed. However, specifying responsibility at department level at this stage does remove the constraint of having to alter this plan should personnel change. In terms of the funding required to deliver the 2009-10 element of this plan, this has already been obtained and is largely aligned to the Sport England Intervention funding.

This plan will be monitored in a number of different ways:

- The key performance indicator relating to each task/action will determine whether it has been achieved
- Tasks/actions will be added to department and individual work programmes and these will be reviewed inline with overall monitoring/appraisal processes
- The internal and external equality support groups, once created, will review the plan on a quarterly basis and provide feedback in an advisory capacity
- A progress report, along with robust analysis, will be provided to staff at Director level on a quarterly basis
- Progress against this plan will be included, along with all other areas of the organisation, in the annual report for the Board
- The Development Director will have overall responsibility for ensuring the plan in its entirety is successfully delivered and, once the plan is approved, a list of all actions, grouped by month, will be produced and maintained to assist with this.

Data Collection and Analysis

Objective	Task/Action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To undertake further cross analysis of all personnel involved in the management, coaching, administration and service delivery of the organisation	Analyse the results from the various data collection reports, identifying commonality and significant areas of difference	April	HR / Development / Membership	Draft analysis report produced
To undertake further cross analysis of all personnel involved in the management, coaching, administration and service delivery of the organisation	Consult as appropriate on areas of commonality and significant difference to identify possible reasons	April	HR / Development / Membership	Consultation complete
To undertake further cross analysis of all personnel involved in the management, coaching, administration and service delivery of the organisation	Produce final analysis report with recommendations for the Board	May	Development	Final report presented to the Board
To create a robust process that ensures equality profile information is gathered and reported on	Develop and implement a process to gather and report on staff, Board and elite performer data on an annual basis	May	HR	Process agreed and in-place
To create a robust process that ensures equality profile information is gathered and reported on	Develop and implement a process to gather and report on member, coach, official and club data every 2 years as a minimum	June	Membership Services	Process agreed and in-place
To investigate if there are practical methods of recording equality profile information about participants	Consult with clubs, other NGBs and any other appropriate parties	June	Membership Services	Consultation complete

Objective	Task/Action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To investigate if there are practical methods of recording equality profile information about participants	Implement a practical method and gather data	July	Membership Services	Data collected
To investigate if there are practical methods of recording equality profile information about participants	Update cross analysis report and make further recommendations	August	Membership Services / Development	Updated report presented to the Board
To establish a system that monitors and reviews targets outlined within the equality plan	Create system that monitors and reviews progress as outlined in this plan	May	Development	System in-place and functioning
To investigate the poor response rate to the question on disability in the member survey	Consult with members, staff and disability organisations	June	Development	Consultation complete
To investigate the poor response rate to the question on disability in the member survey	Implement appropriate changes following consultation	July	Development	Changes implemented. Note: it will not be possible to identify the success of these changes until the member survey is repeated

Management and Administration

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To review all governance documentation to ensure that equality is appropriately reflected throughout	Establish a working party	May	HR / Development	Working party established and terms of reference agreed. Note: this may be the internal equality support group
To review all governance documentation to ensure that equality is appropriately reflected throughout	Carry out review and draft recommendations	July	Working party	Draft recommendations report produced
To review all governance documentation to ensure that equality is appropriately reflected throughout	Recommendations presented to the Board of Directors	August	Development	Report presented and decisions made
To review all governance documentation to ensure that equality is appropriately reflected throughout	Recommendations tabled at AGM	2009 AGM	Development	Recommendations tabled and decisions made
To devise and implement an Equality Impact Assessment (EIA) process	Create new EIA process	June	Membership Services / Development	Process created and in-place
To devise and implement an Equality Impact Assessment (EIA) process	To use the EIA process on all new policies, strategies, procedures and programmes	July	Membership Services / Development	Process being used
To devise and implement an Equality Impact Assessment (EIA) process	To carry out EIAs on all recruitment activity relating to staff and voluntary management committees	September	Membership Services / Development	EIAs completed with plans recommending methods to address under-representation (including development of positive action programmes) agreed

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To devise and implement an Equality Impact Assessment (EIA) process	To create a plan to carry out EIAs on all appropriate, existing, policies, strategies, procedures and programmes	October	Membership Services / Development	Programme agreed and in-place
To ensure there are sufficient resources available to deliver planned equality work	Incorporate actions and targets into relevant department and individual work programmes	April	Strategic Management Group	Department and individual work programmes include required actions and targets
To ensure there are sufficient resources available to deliver planned equality work	Nominate one staff member from each department to create an internal equality support group	May	Strategic Management Group	Group created and terms of reference agreed
To ensure there are sufficient resources available to deliver planned equality work	Agree specific equality budget for 2009-10	April	Strategic Management Group	Budget agreed
To ensure there are sufficient resources available to deliver planned equality work	Develop a fund-raising strategy to obtain money to fund the implementation of future equality specific activity	November	Strategic Management Group	Strategy created and approved
To ensure there are sufficient resources available to deliver planned equality work	To work with partner agencies to implement the actions contained within the equality plan	Ongoing	Strategic Management Group	Service Level Agreements (or equivalent) in-place and productive working relationships functioning
To ensure there are sufficient resources available to deliver planned equality work	Create consultation networks for women and girls and people from ethnic minority communities. Note: the Inclusion commission already exists as the network for people with disabilities or special needs	August	Strategic Management Group	Networks formed and terms of reference agreed
To ensure there are sufficient resources available to deliver planned equality work	Nominate 1 member from each consultation network to form an external equality support group	September	Strategic Management Group	External equality support group created and terms of reference agreed

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To review the structure, composition of, support required by and remit of the Inclusion commission, to ensure it can be more efficient and sustainable	Consult with Commission members, disabled members of BJA, disability organisations and other NGBs/sporting agencies	July	Board Of Directors (D. Clarke) / Development	Consultation complete
To review the structure, composition of, support required by and remit of the Inclusion commission, to ensure it can be more efficient and sustainable	Produce draft recommendations report	August	Board Of Directors (D. Clarke) / Development	Report completed
To review the structure, composition of, support required by and remit of the Inclusion commission, to ensure it can be more efficient and sustainable	Discuss the recommendations report with the Board and Inclusion Commission, agree and implement changes	October	Board Of Directors (D. Clarke) / Development	Changes implemented

Education and Training

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	Incorporate equality training into the induction training for all new employees and key volunteers	June	HR / Development	Equality training clearly part of induction programme
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	All existing staff to attend a sports equality training course	September	HR / Development	Staff attendance at an equality training course
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	The Board of Directors and members of each Commission to receive sports equality training	October	HR / Development	All Board and commission members to have received sports equality training
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	Carry out further gathering of training requirements and analyse findings to identify more specific training needs	November	HR / Development	Training needs analysis updated
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	Provide the specific priority group training needs (as identified in the TNA) for staff and key volunteers	February	HR / Development	All required training identified in the TNA that relates to specific priority groups has been delivered

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To meet the equality training needs of staff and key volunteers involved in the development, management and delivery of BJA services	Include the identification of equality training requirements in the generic appraisal/review systems for staff and key volunteers	Ongoing	HR / Development	A method of identifying equality training requirements incorporated into generic system
To consider how equality can most effectively be incorporated into coach and officials training, so that the priority groups benefit	Review how equality training is currently delivered to coaches and officials	September	Technical / Development	A short explanatory report presented to the internal and external equality support groups
To consider how equality can most effectively be incorporated into coach and officials training, so that the priority groups benefit	Consult with existing coaches and officials, priority group members, priority group organisations, relevant staff and other NGBs and sporting agencies	November	Technical / Development	Consultation complete
To consider how equality can most effectively be incorporated into coach and officials training, so that the priority groups benefit	Produce recommendations report	December	Technical / Development	Recommendations report presented to, and agreed by, relevant parties
To consider how equality can most effectively be incorporated into coach and officials training, so that the priority groups benefit	Update manuals and course materials to reflect agreed changes	March	Technical / Development	Manuals and course material amended
To investigate the practical equality support required by clubs and put in place solutions	Consult with existing clubs, priority group members, priority group organisations, relevant staff and other NGBs and sporting agencies	October	Development	Consultation complete
To investigate the practical equality support required by clubs and put in place solutions	Produce recommendations report	December	Development	Recommendations report presented to, and agreed by, relevant parties
To investigate the practical equality support required by clubs and put in-place solutions	Start to provide support agreed in recommendations report whether this be time, training, materials, etc	March	Development	Practical support provided to some clubs
To investigate the practical equality support required by clubs and put in place solutions	Devise a system to identify club support requirements on an ongoing basis	March	Development	System devised and accessible to all clubs

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To ensure there is sufficient, ongoing equality support available for staff, key volunteers, coaches, officials and clubs	Include required time in departmental and individual work programmes and sufficient financial resources in budgets	March	Development / HR / Technical	Human and financial plans include required resources

Communications and Publicity

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To produce equality-related communications support material	Create an equality communications policy/strategy	June	Communications Directorate	Policy produced, agreed and implemented
To produce equality-related communications support material	Create an equality communications plan	July	Communications Directorate	Plan in-place and functioning
To produce equality-related communications support material	Create an equality toolkit for staff and key volunteers	August	Communications Directorate	Toolkit produced and being used
To produce equality-related communications support material	Create an equality-related style guide	September	Communications Directorate	Style guide produced and being used
To improve the promotion and publicity of the BJA's equality work	Promote and publicise equality messages and examples of good practice through BJA publications, equality-specific media and general sports media	October	Communications Directorate	Examples of articles
To improve the promotion and publicity of the BJA's equality work	Use the communication channels (Websites, magazines, etc) provided by existing equality agencies to promote the BJA's work	October	Communications Directorate	Examples of articles in magazines, entries on Websites, etc
To improve the promotion and publicity of the BJA's equality work	Keep equality-related information prominent and up-to-date on the BJA Website	October	Communications Directorate	Equality information clear, easy to access and relevant
To improve the promotion and publicity of the BJA's equality work	Establish links with specialist, priority group media	November	Communications Directorate	Examples of articles in specialist media
To improve the promotion and publicity of the BJA's equality work	Identify and promote role models for each priority group	December	Communications Directorate	Role models identified and examples of how they are being used
To improve the promotion and publicity of the BJA's equality work	Consider the introduction of an equality award scheme	January	Communications Directorate	Consultation with various parties and, if appropriate, scheme implemented
To ensure that BJA material can be used effectively by priority groups	Timetable reviews of existing BJA material in order that it complies with communications guidance	October	Communications Directorate	Timetable in-place
To ensure that BJA material can be used effectively by priority groups	Start to implement reviews of existing BJA material	November	Communications Directorate	Reviews commenced with examples of changes made

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To ensure that BJA material can be used effectively by priority groups	Present audit findings to the Board for agreement of changes required	September	Communications Directorate	Report presented to Board and decisions made
To ensure that BJA material can be used effectively by priority groups	Implement Website changes	January	Communications Directorate	Website updated
To ensure that BJA material can be used effectively by priority groups	Review existing methods of communicating with the BJA and amend as necessary so that it is possible for all members of society to communicate easily	December	Communications Directorate	Communication methods amended as appropriate
To ensure that all statistical information gathered through the equality profiling exercise is available to all appropriate parties	Inform all staff (including regional), clubs, coaches, key volunteers and relevant external agencies what aggregated data is available	May	Communications Directorate	All parties informed
To ensure that all statistical information gathered through the equality profiling exercise is available to all appropriate parties	Establish what data each recipient needs access to, how often they need it updated, etc	June	Communications Directorate	Requirements established and documented
To ensure that all statistical information gathered through the equality profiling exercise is available to all appropriate parties	Implement systems to provide data as required	September	Communications Directorate	System implemented and functioning

High Performance Programmes

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Review athlete support services, selection criteria, etc, used to prepare for and access competition opportunities	July	Performance	Review completed and this plan updated to include any changes required
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Make any necessary changes to athlete support services, selection criteria, etc	September	Performance	Changes implemented and functioning
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Review coach support services, qualification criteria, etc, used to access BJA high performance coaching programmes and structures	August	Performance / Technical	Review completed and this plan updated to include any changes required
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Make any necessary changes to coach support services, selection criteria, etc	October	Performance / Technical	Changes implemented and functioning
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Review Officials support services, qualification criteria, etc, used to access BJA high performance officiating programmes and structures	September	Performance / Technical	Review completed and this plan updated to include any changes required
To ensure there are no barriers preventing any sector of society accessing high performance services, as long as required performance criteria is met	Make any necessary changes to officials support services, selection criteria, etc	November	Performance / Technical	Changes implemented and functioning

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Investigate whether there is high medal potential for UK women at World, Olympic and Paralympic level	July	Performance	Produce report showing whether there is significant medal potential and, if there is, make recommendations about how this could be realised
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Implement recommendations to realise medal potential for UK Women	September	Performance	Changes implemented and operating. Note: it is unlikely that it will be possible to measure the success of these changes in the 2009-10 year
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Investigate whether additional coaching resources are required for the Visually Impaired high performance squad by consulting with existing coaches, staff, partners, UK Sport, the British Paralympic Association etc	June	Performance	Consultation complete
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Provide required coaching resources for the high performance Visually Impaired squad	September	Performance	Resources appointed and in place
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Formalise selection criteria for athletes that are part of the special needs national squad	September	Inclusion Commission	Selection criteria amended and implemented
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Formalise selection criteria for coaches that are part of the special needs national squad	November	Inclusion Commission	Selection criteria amended and implemented
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Work with European colleagues to devise an international common definition of "special needs"	July	Inclusion Commission	Common definition agreed and used within the UK

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Where beneficial and feasible, host major championships for each of the priority groups	March	Performance / Events / BJA Board	Feasible championships held
To consider priority group specific actions that may improve medal potential and/or improve competition opportunities	Consider integrating priority group championships with existing BJA activity	March	Performance / Events / BJA Board	Hold integrated events, or specify reasons why this is not appropriate

Sports Development Programmes

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To continue investigating what are the current causes for the under-representation of women and girls, people from ethnic minorities and people with disabilities as participants in Judo	Through the external equality support group and strand-specific consultation groups, gather thoughts as to the reason for under-representation and possible solutions	November	Development	List of views and suggested possible solutions
To continue investigating what are the current causes for the under-representation of women and girls, people from ethnic minorities and people with disabilities as participants in Judo	To recommend development programme activity to overcome the under-representation	January	Development	Pilot projects created for delivery in 2010-11
To mainstream equality into new and existing sports development programmes	Develop specific, measurable and realistic equality targets within all sports development programmes	January	Development	All programmes have equality targets incorporated
To mainstream equality into new and existing sports development programmes	The organisation of the 2010 British championships for people with special needs to become the responsibility of the BJA events department	September	Development	Responsibility clearly shown in department's work programme
To have an involvement in the key initiatives put forward as part of the "Widening the Market" intervention in the Sport England funding submission	Provide an equality influence on the implementation of the PDRA initiative	Inline with the Sport England funding submission timetable	Development / Technical	The effect of the equality influence being clear
To have an involvement in the key initiatives put forward as part of the "Widening the Market" intervention in the Sport England funding submission	Provide an equality influence on the creation of the "shape up for success" in judo initiative	Inline with the Sport England funding submission timetable	Development / Technical	The effect of the equality influence being clear

Objective	Task/action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR
To have an involvement in the key initiatives put forward as part of the “Widening the Market” intervention in the Sport England funding submission	Assist with the delivery of specific initiatives for female participants	Inline with the Sport England funding submission timetable	Development / Technical	Measurable tasks in individual work programme successfully delivered
To have an involvement in the key initiatives put forward as part of the “Widening the Market” intervention in the Sport England funding submission	Assist with the delivery of specific initiatives for participants with “special needs”	Inline with the Sport England funding submission timetable	Development / Technical	Measurable tasks in individual work programme successfully delivered
To increase the number of Visually Impaired participants in judo	Create, in conjunction with partners, development programmes to attract and retain VI participants	September	Development / Technical / Performance	Programmes in place
To increase the number of Visually Impaired participants in judo	To start to implement development programmes	October	Development / Technical / Performance	Programmes implemented
To increase the number of Visually Impaired participants in judo	To measure the success of development programmes	March	Development / Technical / Performance	Participation data collected and analysed
To increase the number of Visually Impaired participants in judo	Ensure pathways are in-place for VI participants with potential to progress to the high performance squad	November	Development / Technical / Performance	Clear pathways in place
To have an involvement in the Premier League 4 Sport project	Provide an equality influence on the implementation of the Premier League 4 Sport project in judo initiative	Inline with the Premier League 4 Sport project timetable	Development	The effect of the equality influence being clear