

**Review Colour coding index:**

	Objective achieved
	Objective in part achieved but not fully. New Action Plan addressing shortfall
	Objective not achieved. Review of objective addressed in new Action Plan.

**Data Collection and Analysis**

Objective	Task/Action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR	Status on Objective
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	

<b>Objective</b>	<b>Task/Action</b>	<b>Timescale</b>	<b>DEPARTMENT RESPONSIBLE</b>	<b>PERFORMANCE INDICATOR</b>	<b>Status on Objective</b>
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	
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	

Objective	Task/Action	Timescale	DEPARTMENT RESPONSIBLE	PERFORMANCE INDICATOR	Status on Objective
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	Status on Objective
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	

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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	
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	

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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	
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	Status on Objective
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	

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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	



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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	
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	Status on Objective
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	

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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	
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	

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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	Status on Objective
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	

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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	

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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	
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	Status on Objective
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	



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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	