

# **AIKIDO DEVELOPMENT PLAN**

*(as approved at GM – 9<sup>th</sup> May 2009)*

<http://www.bab.org.uk>

# BRITISH AIKIDO BOARD

## AIKIDO DEVELOPMENT PLAN

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## INTRODUCTION

This aikido development plan for the British Aikido Board covering the period from May 2009 to April 2014 has been developed in conjunction with Knight, Kavanagh & Page (KKP). It describes the current situation, highlights key issues, proposes strategic aims and objectives and outlines suggested timescales for action. It takes account of work already being undertaken in relation to the governance of the sport and identifies documents and plans which, if adopted, will further support BAB to improve the integrity of the governance of the organisation.

### Corporate governance

Corporate governance is “the system by which organisations are directed and controlled”. In effect, it is about systems, processes, controls, accountabilities and decision making at the heart of and at the highest level of an organisation. It is about the way that the Executive Committee executes its responsibilities and authority and how it accounts for that authority in relation to those that have entrusted it with assets and resources. The key principles underpinning the BAB approach include:

Principle	Detail
<b>Accountability:</b> the process whereby BAB officers & members of Associations are responsible for their decisions and actions.	<ul style="list-style-type: none"> <li>◀ Stewardship of funds.</li> <li>◀ All aspects of performance.</li> <li>◀ Clear understanding and allocation of responsibilities, including the division between Executive and Associations’ members.</li> <li>◀ Clearly defined roles through a robust structure.</li> <li>◀ External scrutiny.</li> </ul>
<b>Effectiveness:</b> of the control framework and professionalism of officers and members	<ul style="list-style-type: none"> <li>◀ What to measure and over what period.</li> <li>◀ Balance between effectiveness and efficiency.</li> <li>◀ How to achieve this balance within the democratic process</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>◀ Not just related to ethics but also leadership.</li> <li>◀ Understanding conflict of interest and how to handle it.</li> <li>◀ Declaration of interests.</li> <li>◀ Need to take difficult decisions and how to deal with conflicts with popular opinion.</li> </ul>
<b>Openness</b>	<ul style="list-style-type: none"> <li>◀ Systems and processes to ensure that stakeholders have confidence in BAB decision-making and management,</li> </ul>
<b>Inclusiveness</b>	<ul style="list-style-type: none"> <li>◀ Involvement of all stakeholders, as appropriate.</li> </ul>
<b>Up to date</b>	<ul style="list-style-type: none"> <li>◀ Take account of new systems and policies</li> <li>◀ Need for constant review</li> </ul>
<b>Leadership:</b> the concept of leadership overarches all these principles.	<p>The principles described above can only be adhered to if leadership is exercised through:</p> <ul style="list-style-type: none"> <li>◀ The Executive Committee providing a vision for all members and leading by example in decision-making and other processes and actions.</li> <li>◀ Officers, trustees and members conducting themselves in accordance with high standards of conduct.</li> </ul>

### BACKGROUND

Aikido is a Japanese Martial Art the origins of which can be traced back to the 12th Century. There is no single agreed description of the sport, but the most commonly applied definition is that it is a “way of harmony of spirit”. “The word ‘aikido’ comprises three Japanese characters: Ai - harmony, Ki - spirit, mind, or universal energy, and DO - the Way” (Primer by Eric Sotnak). The proper definition for Aikido is, thus arguably, “the way of harmony with universal energy” (Thinkquest Website).

Aikido was 'created' in the 1920's by Morihei Ueshiba (1883 - 1969). It is an art that does not seek to meet violence with violence and yet maintains its martial art origins. It is based on circular movements via which an attacker's aggressive force is turned against itself. Main Aikido techniques are joint immobilisations and throws using the opponent's momentum. Practices with bokken and jo (wooden training weapons) serve to assist in the understanding of techniques and their development. Traditional Aikido has, since its inception, been non-competitive, however several styles have developed including Tomiki Aikido, which promotes competitive tournaments.

### Structure of aikido

Aikido was formally introduced into the United Kingdom, in 1955, by Sensei Kenshiro Abbe. Over time a number of independent Associations were established and in 1977 the Martial Arts Commission (MAC) was established by the [then] Sports Council to oversee all martial art disciplines in the UK.

There was, however, at that time, no co-ordinated voice for Aikido and as a first step several of the larger Associations came together to form the Aikido Liaison Council (re-named the British Aikido Board on 2nd June 1977). This Board reported to the MAC, until it was dissolved some 14 years later and on 8th June 1991 the British Aikido Board was recognised, by the Sports Council as the sole governing body for Aikido in the United Kingdom.

The Board seeks to further the advancement of all styles of aikido and establish and monitor standards of safety and behaviour. It advises members on all relevant UK and European legislation and procedures and develops appropriate policies and codes of practice. In addition the Board acts as an agent for insurance which is compulsory for both students and instructors. It also promotes a nationally recognised coaching scheme.

Its Executive Committee controls the administration of insurance and coaching and promotes codes of conduct and other rules to ensure control and regulation; it also frames future policy and direction based on changing circumstances. The Board itself is an Association not a club-based vehicle. Its membership ranges from national to locally based Associations.

### Profile of aikido

BAB membership is made up of Associations which, themselves, comprise groups of clubs. Associations are technically, operationally and financially independent. They are defined by their different styles, the main ones being traditional, tomiki, yoshinkan, ki and iwama. Currently, the BAB's 38 Associations encompass circa 10,000 individual members, 800 of whom are practising instructors holding current coaching awards.

### The BAB vision

The statement, ratified at the Board meeting (May 2008) confirms that BAB's vision is, to:

- ◀ Represent the majority of bona fide organisations practicing Aikido in the UK.
- ◀ Support, encourage and promote the highest standards of Aikido within an environment of mutual respect for the differing styles practiced.
- ◀ Raising awareness of the value of Aikido not only as a contributor towards healthy living, but also in the development of adults, young people and children without regard to race gender or creed.

Linked consultation with Associations (conducted in 2007 and 2008) identified the following as important over the next five years:

- ◀ A robust governance structure, offering support and guidance to associate members and members but enabling individual Associations to retain identities and autonomy.
- ◀ A governance structure that makes full use of the skills of its membership.
- ◀ Adoption of a membership process which enables inclusivity and incorporates processes via which new members can affiliate without increasing administration.
- ◀ A considerably developed coach education process - in the context of sophistication, relevance and comprehensiveness.

- ◀ A significantly greater profile for Aikido and the BAB.
- ◀ Processes to support and develop the volunteer network.
- ◀ More effective communication across the Aikido infrastructure

### PURPOSE OF THE PLAN

The overall aim of the plan is to propose and present a concise, coherent framework for the development of Aikido in the UK which will help to drive increased membership of clubs and Associations and improve standards of provision and performance.

The BAB has already undertaken a substantial amount of work to respond to the changes identified in a major Corporate Governance Review, initiated in 2007 to ensure that it is fit for purpose in the 21<sup>st</sup> Century. This plan builds, in part, on the corporate review and is intended to function as a practical, working document to guide BAB in its future work. It will be reviewed annually, and progress reported at the AGM. As this is a living document, amendments may be made as necessary at that time to respond to changing circumstances.

The key, stated, strategic aims for the BAB are as follows:

- ◀ To ensure that best practice in administration is followed at all times.
- ◀ To increase the number of people participating in Aikido, including targeted groups; women and girls, young people, disabled people, black and ethnic minorities, and people from disadvantaged communities.
- ◀ To increase the number of Associations and Clubs affiliated to the BAB to ensure standards, etc, are maintained throughout the UK
- ◀ To increase the number of coaches, and other officials and to ensure that they are trained to the highest possible level.
- ◀ To ensure that all practitioners have the opportunity to progress through the grades.
- ◀ To provide, *where appropriate*, competitive opportunities at all levels of the sport.
- ◀ To increase the number, strength, sustainability, and the quality of aikido delivery and club administration offered via affiliated Associations.
- ◀ To ensure the continuing financial stability of the Board's finances.
- ◀ To encourage a greater awareness of the value of Aikido as a sport and as a source of general fitness and well-being.
- ◀ To create a common vision for Aikido, that all members and clubs share in.

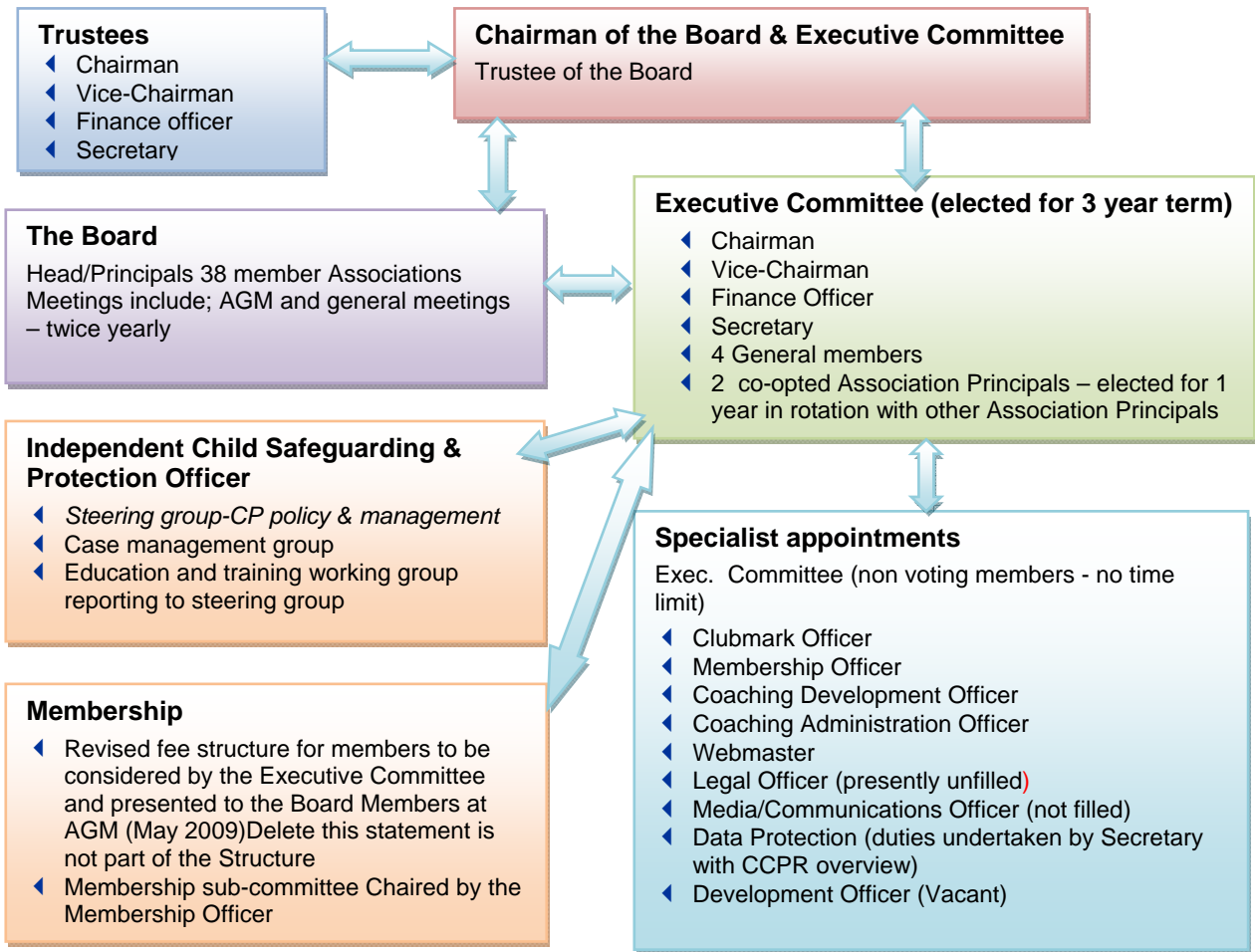
### ASSESSMENT OF CURRENT SITUATION: WHERE ARE WE NOW?

#### Management and administration

Delivery of BAB strategic objectives or corporate issues are addressed by its Executive Committee. It has identified the following as areas in which on-going and further development is required:

- ◀ Management and administration
- ◀ Participation & Membership
- ◀ Coach Education and Development
- ◀ Volunteering
- ◀ Clubs and their Facilities
- ◀ Marketing and Communication

Following the corporate Governance Review the Board now has the following management structure:



The instigation of a rotating one-year membership of the Executive Committee to be held by two principals from different Associations is proving successful. It is ensuring that the full extent of the duties undertaken by the Executive Committee is better understood by more Associations. This is expected to improve over the next few years as more Associations avail themselves of this facility. However, awareness of the role and functions of the Board and Executive Committee, amongst the general membership is, unsurprisingly, still relatively limited. A key priority is, therefore, to ensure that membership services and improved Board communications with the Associations and their clubs are improved.

The BAB has been proactive in recent months and has either already initiated or completed recommendations in the following areas:

- ◀ Vision statement developed and adopted.
- ◀ Re-structure of management structure with a view to making the organisation more effective and democratic.
- ◀ Revision of the Constitution initiated to make it more responsive to current operation. A range of actions which affect the BAB child protection policy.
- ◀ Improvements to the quality of the coaching system.
- ◀ A club development policy via Clubmark.
- ◀ Developments to the website, especially with the introduction of 'find a club'.
- ◀ Commitment to developing a vulnerable adults policy to sit alongside child protection policies (advice to be sought from CCPR).
- ◀ Development of person specifications and role descriptions for all BAB Committee Members and Officers.

- ◀ Reviewing membership issues, including the development of a licentiate member scheme to facilitate access for small groups and a review of the criteria and procedures required for membership.
- ◀ Identifying the need for policies for such areas as:
  - ◀ Communications and marketing
  - ◀ Corporate Governance
  - ◀ Financial Management
  - ◀ Equity and diversity
  - ◀ Risk management
  - ◀ Facility development
  - ◀ Health and safety
  - ◀ Competition.

The BAB will shortly be considering the first of a rolling programme of policy development issues and the key challenge is to ensure that, once developed, such policies are implemented by Member Associations and their clubs.

The BAB is aware of the need to continually review its management practices, in order to drive up standards across disciplines, in the areas of committee management and individual development. More effective use of information technology (IT) in its administration is also required.

A significant level of Aikido participation is through non-BAB clubs and is invariably officially unrecorded/unknown to the BAB. The BAB (and thus its Associations and their clubs) needs to ensure these providers are aware of the benefits of BAB membership, including the opportunity of raising standards across the sport. A number of initiatives have been launched which seek to develop a relationship with such clubs.

### **Participation/members**

The majority of BAB clubs operate an 'open door' policy, where new members are always welcome, irrespective of what section of society they emanate from. However, there are currently no specific programmes to attract members from any potentially under-represented groups and no way of knowing whether the make-up of clubs and Associations is reflective of the local communities which they serve. In addition, no data is available about disabled participants.

The distribution of Associations, by Aikido discipline (style) is as follows:

#### *Associations – by discipline*

Style	No. of Associations	No. of clubs	Percentage of clubs
Traditional	20	240	62.9%
Ki	7	33	8.6%
Tomiki	2	31	8.1%
Yoshinkan	4	18	4.7%
Other/combinations of the above*	5	60	15.7%

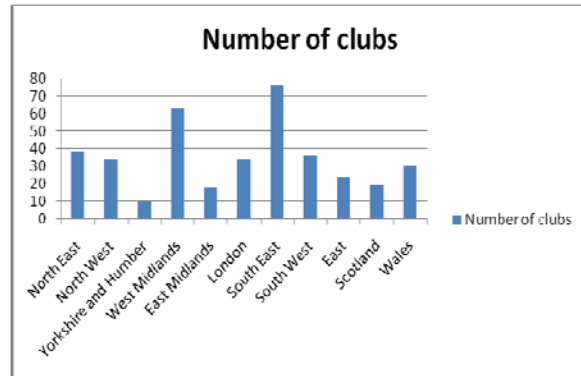
*\*Four out of the five clubs practice traditional alongside another format.*

#### *Distribution of Clubs*

Although split into Associations there is a relatively even distribution of clubs throughout regions and home countries. Further, some associations are focused on a particular area/region whilst others operate across the country.

The distribution of Clubs (as at November 2008) is as follows:

Region	Number of clubs
North East	38
North West	34
Yorkshire and Humber	10
West Midlands	63
East Midlands	18
London	34
South East	76
South West	36
East	24
Scotland	19
Wales	30
Northern Ireland	-
Total identified on website	382



### Membership of Associations (registered between September 2007 and September 2008)

Association name	Number: seniors	Number: juniors
<b>Aikido Circle</b>	127	-
<b>Aikido Circle Black Belt Academy</b>	13	33
<b>Aikido Development Society</b>	156	-
<b>Aikido Fellowship GB</b>	236	173
<b>Aikido For Daily Life</b>	142	94
<b>Aikido Research Federation</b>	312	2
<b>British Aikido Association</b>	707	493
<b>British Aikido Federation</b>	670	81
<b>British Aikido Yoshinkan Federation</b>	85	19
<b>British Birankai</b>	237	76
<b>British Ki Society</b>	115	6
<b>Devon Aikido Association</b>	22	75
<b>Harmony With Aikido</b>	Registrations start Oct 2008	
<b>Institute of Aikido</b>	315	37
<b>Isshinkai Association</b>	66	25
<b>Kai Shin Kai</b>	253	76
<b>Keitenshin Kai</b>	New in 2009	
<b>Ken Shin Kai</b>	251	50
<b>Kobayashi Aikido Dojos</b>	117	1
<b>Kobukan Aikido Association</b>	12	1
<b>Komyokan Aikido Association</b>	349	66
<b>KSMBDA Kolesnikov School</b>	189	69
<b>Lancashire Aikikai</b>	216	62
<b>National Aikido Federation</b>	190	153
<b>Seijitsu Aikido Ryu</b>	194	97
<b>Shin Gi Tai Aikido Society</b>	327	163
<b>Shobu Aikido UK</b>	112	43
<b>Shudokan Institute of Aikido</b>	217	173
<b>Shun Poo Kan</b>	66	61
<b>Takemusu Iwama Aikido GB</b>	171	15
<b>Tenchi Ryu</b>	97	226
<b>UK Takemusu Aiki Federation</b>	68	18
<b>UK Aikido Union</b>	230	2
<b>UK Aikikai</b>	368	131
<b>UK Shinwakai</b>	171	66
<b>United Traditional Aikido</b>	33	66
<b>Welsh Aikido Society</b>	82	33
<b>Yama Arashi UK</b>	194	143
<b>Totals:</b>	<b>7110</b>	<b>2829</b>

The sport/martial art of Aikido has been shown to provide a sense of purpose and discipline to young and old alike.

Following the review of membership issues (2008) a membership umbrella group has been established to enable smaller groups/clubs to join the BAB by introducing a new form of membership: *Licentiate Members*. The current membership process has been reviewed and a new application forms, information sheets, website advertisements, etc, developed. In addition, documentation for a monitoring system has been introduced. The Executive Committee is also currently undertaking a review of membership fees to make them more democratic and a resource for generating additional income to respond to the growing role of BAB. The result will be implemented to take effect from 1 March 2010. For 2009, however, an interim update is it being proposed to the Board on the current system of fees to provide for Licentiate membership and other anomalies.

### Competitive structures

Aikido is considered by most practitioners to be non-competitive (approximately 95% of Associations). There is, however, an element, known as Tomiki Aikido, which is competitive; its appeal is primarily to the children and young adults and the three forms are

- ◀ Embu.
- ◀ Ninin dori.
- ◀ Shiai.

Competitions, to international level, are available for people participating at all grades; competition is based upon enabling, wherever possible, people to compete against others with similar grades. The British Aikido Association's National Squad enters specialist teams in the Tomiki World Championships held in different countries each year, where they regularly feature high up in the medals list.

### Coach education and development

Whilst the BAB has updated its coaching scheme, it has identified the need to improve the delivery and quality of the BAB coaching system and this is being developed by the Coaching Development Officer. There are three levels of award in the BAB Coaching Scheme:

- ◀ Level 1: formerly Coach.
- ◀ Level 2: no prior equivalent.
- ◀ Level 3: formerly the equivalent of Senior Coach'.

The intention of the BAB Coaching team is to ensure that coaches are qualified to the appropriate Coach Levels detailed below. All Instructors are required to teach aikido in a safe and equitable environment and demonstrate, where and when appropriate, the skills and knowledge to exercise due care and attention of students under the age of 18.

#### *Coach Level 1*

This is a two-day course for students intending to instruct without supervision at club level. Coaching ability is assessed by an approved coach tutor throughout the course during both theoretical and practical sessions. All students who successfully satisfy these requirements receive a BAB Coaching Certificate

#### *Coach Level 2*

This course is for students intending to instruct without supervision at club level and beginning to engage in coaching activity at Association level. Students are required to complete six specialist coaching study units through either Sports Coach UK (scUK), LEA or BAB-led tuition/training; accessing and completing the required units normally takes from 1-2 years. Having completed, and submitted the pre-course work to the BAB CL2 Coach Tutor, students then attend a BAB-tutored one-day practical

assessment course. In line with current BAB ethos, two of the specialised study units are specific to the teaching and care of juniors.

### *Coach Level 3*

This course is intended for experienced coaches working at National level within their Associations. It follows the same format and one-day practical assessment as that required for Coach Level 2 above, with the addition that students are required to supply a curriculum vitae. In line with current BAB ethos, two of the specialised study units deal specifically with Equity and the Disabled

In addition to the above there is the Coach Children Award or Sports Coach UK (Coaching Young Persons). This award is for instructors taking classes, without supervision, involving children (that is, students under 18 years of age).

### *Trends in coaching numbers*

The number of coaches accessing courses is detailed below. Those taking Level 1 have remained fairly consistent over the past four years but the extent of progression to levels 2 and 3 is limited

*Table to indicate trends in coaching*

	2004	2005	2006	2007	2008
<b>Coach Level 1</b>	265	143	165	160	157
<b>Coach Level 2</b>	0	0	0	9	0
<b>Coach Level 3</b>	1	0	0	0	0

As stated above, the coaching system has been reviewed in the past two years and the qualifications of assistant coach, senior coach and principal coach have become redundant as the new system of coaching (from levels 1-3) is embedded. BAB has issued 770 instructor insurances this year (indicating that they remain active as coaches); to be entitled to professional indemnity, instructor insurance, the recipient must be qualified to at least Coach Level 1. All coaches with public indemnity insurance are now entitled to teach unsupervised. A further 60 qualified Coaches are registered and insured to act as Assistant Instructors.

Of the active coaches the number of females to male coaches is unknown. In addition, figures for those with a disability, or from black and minority ethnic (BME) groups are unknown at present.

### *Coach Training*

A wide variety of inter-association courses are held throughout the country each year. In addition, the vast majority of association-centred courses are advertised as open to students from all BAB Associations as the differences in "style" do not detract from a student's ability to train and improve knowledge and performance in Aikido in general. Hence, the annual BAB-hosted National Course with six instructors from differing aikido disciplines is always well attended and has good evaluation records.

There is no formal scheme to identify and train coaches; each Association has its own system of "bringing on" those it believes can teach or who have expressed an interest in becoming a coach. Once qualified to Coach Level 1 (CL1), a newly-qualified coach may be mentored for a short period by a more experienced teacher or even subject to follow-up inspection by the Association Coach Tutor. Newly-qualified coach tutors are always mentored when delivering their first few Coach level 1 courses to ensure quality and consistency of delivery and content.

### **Gradings and competitions**

Grading between Associations remain fairly consistent in the "pass" level of competence shown to have been achieved. The detail and complexity (i.e. breadth of knowledge needed to be displayed) for both "kyu" and "dan" gradings varies across Associations. For instance, when grading to 1st level black

belt, one Association may require a student to display/show the full training syllabus from basic white/yellow belt through to black belt, whilst another may only require a student to demonstrate understanding of a percentage of the same syllabus. As a result, one grading might take two hours and another only 45 minutes to achieve the same grade. In addition, some Associations require students to display a knowledge of bokken and jo (sword and stick) - from which a lot of the hand-to-hand tai-jutsu in Aikido derives.

Any new applicant (Association) for membership of the BAB has to satisfy certain training standards. These include recognisable black belt qualifications for the person responsible for gradings and a clear, recognisable training and grading syllabus.

For non-competitive aikido (95% of the Associations in membership), gradings for promotion to different levels of black belt normally require 3-5 panel members judging. Panel members will generally be at least 2 grades higher than those being graded. Early indications are that there is a growth of approximately 5% per annum. Generally, each Association holds either one or two Dan gradings a year.

For the competitions in Aikido (mostly British Aikido Association) each "bout" between two contestants requires one referee and two line judges, with, normally, no more than three "bouts" running at any one time at a competition venue. The BAA has organised competitions for over 30 years and has never reported a need to put plans into place to increase the numbers of volunteers.

### **Volunteers**

The BAB has a small core of committed volunteers, working to bring the governance of the sport up to date, making it fully fit for purpose. However, it has found recruiting volunteers to support this task and take on specific roles to be, in some instances, very difficult: resulting in some posts remaining unfilled.

The Executive recognises that to continue to drive the sport forward it will be necessary to co-ordinate recruitment of volunteers. This strategy is not restricted to the Executive and should be deployed through the wider Associations. There is no data currently available on the extent to which aikido, throughout BAB member clubs, relies on volunteers.

### **Clubs/facilities**

The number of Associations and clubs in Britain has remained relatively static in recent years. However, if Aikido is to grow as a sport it needs to support Associations to support clubs to become more sustainable. It can, for instance, assist with development plans via its website and support those applying for funding, for example through 'Awards for All'. The new licentiate membership scheme has the potential to draw more associations and clubs into the organisation, and general advice and guidance offered to associations can lead to more sustainable clubs and associations. The BAB is also actively seeking to identify and contact non member organisations/clubs, as part of this strategy.

This can, and should, lead to a significantly improved development orientation in the sport and improve the capacity of clubs to undertake development work and cater for juniors. Use of Clubmark, which has been enthusiastically committed to by BAB, is an opportunity to further support clubs to enhance their development capacity. The development of links to County Sports Partnerships (CSPs) to assist in this work will be explored.

Whilst no formal survey has been undertaken by BAB with regard to use of facilities by Associations and clubs in many instances, details of facilities used by clubs are detailed on their websites. The majority of clubs do not operate at sites with a permanent mat area or dojo. The most common venues for clubs are believed to be leisure centres, community halls and schools. It is not uncommon for clubs in these types of venue to have limited security of tenure and, if clubs are to be supported it will be relevant to assess the extent to which factors associated with the availability, accessibility and cost of facilities are pivotal to club survival and development. Issues which may need to be addressed include, for example:

- ◀ Security of tenure.
- ◀ Type and access to changing and toilet facilities.

- ◀ The quality of mats and levels of access to them.
- ◀ Access to more space if the clubs expands.

### Marketing and communication

Effectiveness of communication between the BAB and its Member Associations is improving. However, effective marketing and communication, both within and outwith the current membership is key to the success of any growth and change in the sport. Action has already been instigated via website promotion and correspondence to clubs and Associations which do not currently affiliate to BAB. A newsletter was being produced, but this is in abeyance and the post of Editor remains vacant. However, regular and detailed updates are provided on the BAB website which is accessible to all. Some individual Associations also have their own newsletters and website. It will be necessary to assess and review the effectiveness of communication via this route, evaluating members' needs.

National press coverage of Aikido is practically non-existent. Already a difficult area to penetrate, it may also reflect the absence of an officer responsible at national level for promotion and publicity and the fact that few clubs have a designated press officer. This is a key priority for action.

The BAB has good working relationships with relevant outside agencies, including CCPR. The potential to work with CSPs needs to be explored. Links with the education sector, particularly schools and specialist sports colleges are also presently under-developed.

### THE FUTURE – 'WHERE DO WE WANT TO BE?'

Specific targets for meeting the following Strategic Aims are set out in the attached **Action Plan**

### Management and administration

**Strategic aim:** To ensure that best practice in administration is followed at all times.

Strong, effective management and administration is essential to ensure that the BAB caters effectively for its members and supports and encourages all organisations working in Aikido to adopt and implement best management practice.

#### **Objectives**

- ◀ To increase awareness of Associations, clubs and other members about how the BAB utilises its resources.
- ◀ To continue to review membership and the services offered and their relevance to members; paying particular attention to ways of increasing registration.
- ◀ To develop BAB Equality Policy and an Equity Action Plan.
- ◀ To ensure that all areas, Associations and clubs are aware of and implementing the BAB Child Safeguarding & Protection Policy (CSPP).
- ◀ To periodically review/update the policy to ensure the BAB is at the forefront of best practice on CSPP.
- ◀ To assist all Associations to draw up their own development plan.
- ◀ To achieve the Sporting Equals Standard for Race Equality in Sport Preliminary Standard.
- ◀ To review BAB management practices; focusing on the utilisation of modern technology.
- ◀ To identify good practice between Associations and schools, with a view to publicising good practice across the Aikido network.

### Participation/memberss

**Strategic aim:** To increase the number of people practicing aikido and in particular from targeted groups participating in aikido: women and girls, young people, disabled people, BME groups and people from disadvantaged communities.

As highlighted earlier, the sport/martial art of Aikido provides a sense of purpose and discipline to a wide range of young people. In the context of local authority agendas (e.g., tackling social exclusion) it is, or could be, very significant. Proactively addressing issues associated with under-represented groups will increase the sport's relevance to a range of key partners/agencies.

### **Objectives**

- ◀ To proactively recruit adults into the sport.
- ◀ To develop and implement programmes designed to increase the number of young people in Aikido, at the same time working to reduce drop-out from the sport among 14-16 year olds.
- ◀ To develop and improve links with schools, specialist sports colleges and FE/HE institutions.
- ◀ To use development programmes and specific initiatives to increase the number of after-school activities, focusing in particular on identified target groups.
- ◀ To support Associations to help formulate and implement club development plans.
- ◀ To collect and collate more detailed data to assess the pattern of membership amongst key target groups.
- ◀ To initiate a series of pilot projects designed to increase participation in aikido amongst key target groups.
- ◀ To support Associations and clubs to increase and widen the diversity of their membership via provision of disability awareness and equity training.
- ◀ Work with the English Federation for Disability Sport (EFDS) to identify ways of developing provision for disabled Aikido players.

### **Coach education and development**

**Strategic aim:** To improve the quality of coaching and coaches in Aikido – by increasing the number of coaches and to ensure that they are trained and qualified to the highest possible level.

The success of Aikido is contingent on there being sufficient active coaches of the appropriate quality to introduce and develop players. In addressing issues associated with improving the number and quality of coaches, aikido will pay particular attention to key target groups, i.e., women, BMEs, disabled and disadvantaged communities.

### **Objectives**

- ◀ To introduce a coach recruitment policy which can be adopted across Associations.
- ◀ To collect and collate more detailed data to track and assess patterns of coach activity *per se*, and amongst key target groups.
- ◀ To target people from under-represented groups as part of this policy and remove barriers to involvement (e.g., finance).
- ◀ To work with and through Associations to ensure that:
  - ◀ Locally accessible training opportunities are provided on issues such as equality, disability awareness, child protection and child development.
  - ◀ Sufficient revalidation opportunities are available for coaches.
- ◀ Encourage the development of a mentoring system to develop and support coaches across all Associations.
- ◀ To encourage coaches to undertake further personal development via the medium of sports coach UK courses.
- ◀ To investigate opportunities to increase the quantity and quality of coach education in Aikido available through CSPs.
- ◀ To identify funding mechanisms to enable and support coaches to attend relevant training and publicise such opportunities appropriately.
- ◀ To initiate a series of pilot projects designed to increase levels of 'graduation into coaching' amongst Aikido players *per se* and from key target groups.

### Volunteers

**Strategic aim:** To increase the number and quality of volunteers within member Associations and on the Board, ensuring that they are valued and given the opportunity to develop their generic and leadership skills to the highest possible level.

The recruitment of more volunteers and assisting existing volunteers to be able to work effectively and 'do more in less time' should be a priority, as there are insufficient to meet current demand in both the BAB and in Associations in general.

#### **Objectives:**

- ◀ To develop and implement a BAB volunteer support programme.
- ◀ To produce and implement a strategy to recruit, retain and motivate volunteers for Associations, clubs and BAB, as part of a wider volunteer recruitment strategy.
- ◀ To develop programmes to encourage and enthuse more volunteers in/into the sport.
- ◀ To establish a mentoring and support template for developing volunteers.
- ◀ To collect and collate more detailed data to track and assess pattern of volunteer work in Associations and clubs *per se*, and amongst key target groups.
- ◀ To identify good practice across the organization, and in other sports, which can be translated into case studies to inform and support increased participation in volunteering and officiating amongst people *per se* and key target groups.

### Clubs/facilities

**Strategic aim:** To increase the number of BAB affiliated organisations/clubs and support the use of appropriate facilities.

#### **Objectives:**

- ◀ To assist Associations to develop and implement their own 'aikido development plans'.
- ◀ To promote the 'Awards for All' programme to all BAB affiliated Associations and clubs.
- ◀ To encourage clubs [Associations] to work with, and seek the advice of, the BAB Board on future initiatives.
- ◀ To support clubs to work towards and gain Clubmark accreditation.
- ◀ To support clubs [Associations] to implement the BAB's equality and child protection policies and its volunteer support strategy.
- ◀ To collect and collate information on the quality of club facilities (in relation to accessibility, affordability, quality, tenure etc.) with a view to starting to identify and publicise minimum standards for Aikido.
- ◀ To support clubs to develop innovative hire arrangements, to strengthen security of tenure, via templates and general guidance on the website.

### Marketing and communication

**Strategic aim:** To encourage a greater awareness of the need for Aikido both as a sport and an art form.

Continuing to improve the quality and effectiveness of communication between the BAB and its Associations and between Aikido and 'the outside world' is essential. Given the limited resource available to it, the BAB needs to make full use of the various devices at its disposal to publicise and promote the sport

### Objectives

- ◀ To develop and implement a marketing and communication plan, adopting the core principles outlined in the various elements of this plan.
- ◀ To increase levels of Association, club, and public awareness of the BAB's role and related services.
- ◀ To continue to update and review the content and presentation of the BAB website.
- ◀ To review communication mechanisms with Associations and clubs (e.g., through the re-introduction of a newsletter/e-zine).
- ◀ To ensure the continuation of a good working relationship with CCPR and Sport England.
- ◀ To assist Associations and clubs to establish good working relationships with CSPs and local authority sports development units/officers.
- ◀ To support the development of stronger links with schools/specialist sports colleges.

### SUMMARY

The need for an Aikido Development Plan was one of many initiatives identified during the major work on the corporate governance of the BAB undertaken over the last 18 months in conjunction with KPP.

Whilst much of the foundation work has now been completed or being actively progressed, the ADP sets out the Board's main aims and strategies over the next 5 years, to enable it to raise its professional standards and to position itself as a strong National Governing body, equipped to respond to the needs of all those practicing aikido in the UK.

However, the Plan also identifies quite clearly the shortfall in resources available to the Executive Committee and unless more volunteers are willing to offer to undertake or support some of the key roles and developmental policies then many of the objectives may not be achieved.

**Phase 1 Governance Audit – Implementation of Recommendations.** The current status of policies and procedures recommended for implementation by the Board in the KKP Phase 1 report is detailed at Appendix 1 to this report.



*AIKIDO DEVELOPMENT PLAN*

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**BRITISH AIKIDO BOARD**  
**AIKIDO DEVELOPMENT PLAN**  
**THE ACTION PLAN – 2009-2014**

**1. MANAGEMENT AND ADMINISTRATION**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS<sup>1</sup></b>	<b>RESOURCES<sup>2</sup></b>	<b>OUTCOMES<sup>3</sup></b>
<b>1.1</b>	Increase awareness of Associations, clubs and other members of how the BAB utilises its resources.	Ongoing	Data to areas/associations and clubs outlining how membership fees utilised and how resources drawn down from external services	BAB Executive Committee PR, supported by General Board. Data distributed via e-zine/website, reinforced at Board meetings	Improved awareness amongst Associations/clubs of extent of BAB resources and how they are utilised.
<b>1.2</b>	Continue to review membership and the services offered and their relevance to members – paying particular attention to ways of increasing membership.	Ongoing	Review value of current services. Identify new services. Identify ways of promoting services (website, e-zine)	Membership Sub Cttee; PR/communications services, supported by General Board. Promoted via newsletter, e-zine, website and reinforced at all Association meetings/meetings with clubs	Increased membership of Associations and BAB.
<b>1.3</b>	Continue to use an external financial audit. Audited accounts to be published annually/placed on website as part of commitment to transparent governance	Ongoing	Transparency of finances and governance of BAB	Finance Officer	Ongoing BAB transparency and increased appreciation among Associations of the considerable volunteer support work undertaken by current Board
<b>1.4</b>	Develop BAB Equality Policy and Equity Action Plan	December 2010/ongoing	Develop equality policy and implement via Exec. Cttee. All Associations to adopt BAB Equality Policy. All clubs receiving support to adopt BAB Equality Policy. Annual implementation review	Draft policy provided by KKP	Successful implementation of equality policy that ensures equal access to the sport and equitable representation on all groups within BAB

<sup>1</sup> What you are aiming to achieve

<sup>2</sup> To include lead person, financial implications, facility and timings

<sup>3</sup> What you have achieved against your targets

**1. MANAGEMENT AND ADMINISTRATION**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS<sup>1</sup></b>	<b>RESOURCES<sup>2</sup></b>	<b>OUTCOMES<sup>3</sup></b>
<b>1.5</b>	Ensure all Associations and clubs are aware of and are implementing the BAB Child Protection Policy.	March 2009/ ongoing	All areas to adopt BAB Child Protection Policy All clubs receiving development support to adopt BAB Child Protection Policy Implementation reviewed annually	BAB ISO, Lead CPO and CP CMG, plus volunteers from Association CPOs	Safe, secure, child-centred and child-friendly clubs
<b>1.6</b>	Child Protection- Periodically review/update the policy to ensure the BAB is at the forefront of best practice.	December 2009	Revise policy, every 3 years, to reflect changes in best practice	BAB Executive Committee to oversee appropriate CP Working Group	A child protection policy that remains at the forefront of best practice
<b>1.7</b>	Assist all Associations to draw up a development plan by setting own example supported by website template	December 2010	Template devised for all Associations to access – Associations made aware of importance of development	Identification of personnel to oversee this work.	Development plans in each Association focusing on increasing participation and improving performance
<b>1.8</b>	Achieve the Sporting Equals Standard for Race Equality in Sport.	December 2010	Achieve preliminary standard	Identify new lead officer with support from volunteers	Standard demonstrating Sport's work to cater for underrepresented groups
<b>1.9</b>	Exec Cttee & Board to undertake Equity and Diversity training	December 2009	Members to undertake equity and diversity training	Executive Committee	Understanding of importance of equity and diversity resulting in a more open NGB
<b>1.10</b>	Review BAB management practices – focusing on utilising modern technology.	Ongoing	Review management practice/ operating procedures Computerised membership records Use of, email, to communicate with membership	Executive Committee	More effective and efficient management and administration of aikido.

**1. MANAGEMENT AND ADMINISTRATION**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS<sup>1</sup></b>	<b>RESOURCES<sup>2</sup></b>	<b>OUTCOMES<sup>3</sup></b>
1.11	Identify funding mechanisms to support BAB to continue coaches attending relevant training and publicise appropriately.	Ongoing	Identify three external sources of funding by 2011	Secretary & Finance Officer	Access to funds to enable key working groups and training to be financially supported.

**2. PARTICIPATION/MEMBERS**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS</b>	<b>RESOURCES</b>	<b>OUTCOMES</b>
2.1	Proactively recruit adults into the sport.	Ongoing - key programmes from July 2010	Programmes to support clubs to recruit adults (utilising principles of volunteer support strategy)	Exec Cttee and Membership Sub Cttee or Club Development Officer	More adults participating in sport and acting as volunteers-
2.2	Develop and implement programmes designed to increase the number of young people in general in the sport	December 2009	Identify good practice in 3 Associations to support player retention and link to coaching/officiating	Exec Cttee and Club Development Officer	Improved retention of young people in the sport
2.3	Develop and improve links with schools, specialist sports colleges and FE/HE institutions.	March 2011	Promote aikido to schools ,specialist sports colleges, etc	Lead Officer to be identified	More educational institutions offering aikido opportunities
2.4	Collect and collate more detailed data to assess the pattern of membership, and particularly amongst key target groups	December 2009	Accurate data on profile of membership obtained via Associations	Secretary PR promotions including website	Accurate data on profile of membership

**2. PARTICIPATION/MEMBERS**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS</b>	<b>RESOURCES</b>	<b>OUTCOMES</b>
<b>2.5</b>	Identify a series of pilot projects designed to increase participation in aikido particularly amongst key target groups	From September 2009	Identify projects run by Associations. Develop Pilot programmes via three Associations to increase participation	Associations Club Development Officer	Increased participation, particularly by identified target groups
<b>2.6</b>	Support Associations/clubs to increase & widen diversity of membership via disability awareness and equity training.	December 2010.	Organise (via CSPs) series of local options for clubs, coaches & Associations	Executive Committee	More Associations/clubs/coaches in receipt of disability awareness/equity training
<b>2.7</b>	Work with EFDS to identify ways to develop provision for disabled Aikido players.	March 2011	Agree ways to increase participation	Executive Committee	Increased participation by disabled players

**3. COACH EDUCATION AND DEVELOPMENT**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS</b>	<b>RESOURCES</b>	<b>OUTCOMES</b>
<b>3.1</b>	Offer guidance on coach recruitment policies which can be adopted across Associations. Target people from under-represented groups as part of this policy and remove barriers to involvement (e.g finance)	April 2011	Policy that provides guidance to Associations on wider requirements for coaching	Coaching Development Officer	Increased number of coaches
<b>3.2</b>	Work with Associations to ensure that local training is provided in issues such as equality, disability awareness, child protection and child development	April 2011	Sufficient options (numbers to be determined by individual Associations) monitored by Exec/Board of BAB.	Coaching Development Officer plus specialist input from LCPO	Improved quality of coaching and increased awareness of key issues

**3. COACH EDUCATION AND DEVELOPMENT**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS</b>	<b>RESOURCES</b>	<b>OUTCOMES</b>
<b>3.3</b>	Support introduction of coach mentoring system via current senior Coaches in associations.	March 2011	Identify with clubs/Associations ways to link coaches (e.g., via linking revalidation/qualification to session delivery) in presence of senior coaches	BAB Coach Development Officer with Associations	Improved quality of coaching and greater dissemination of skills from senior coaches
<b>3.4</b>	Encourage coaches to undertake further personal development via scUK courses	Ongoing	Promote/agree number of courses per annum	BAB Coach Development Officer/Associations/sports coach UK	Improved quality of coaching
<b>3.5</b>	Investigate options for coach education through County Sports Partnerships.	Ongoing	Explore with three Associations across a range of county sports partnerships potential for aikido to link into programmes	Coaching Development Officer with support.	Access to greater range of coaching opportunities and associated funding
<b>3.6</b>	Encourage/Support a series of pilot projects designed to increase participation in coaching amongst key target groups.	April 2011	Pilot programmes in three Associations to increase participation in coaching	Coaching Development Officer working with Associations	Increased participation in coaching by key target groups
<b>3.7</b>	Encourage Association officials to push training programmes for coaches in Child Protection	Ongoing	Allocation of places in all courses for volunteers and officials.	Coaching Development Officer	Improved quality of volunteers and increased awareness of key issues

**4. VOLUNTEERING**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS<sup>4</sup></b>	<b>RESOURCES<sup>5</sup></b>	<b>OUTCOMES<sup>6</sup></b>
<b>4.1</b>	Develop and implement a BAB Volunteer Support Programme.	April 2010	Ensure clubs and areas adopting principles of BAB Volunteer Support Programme	BAB executive committee to oversee	Proactive recruitment and support of volunteers More, and better quality, active volunteers

<sup>4</sup> What you are aiming to achieve

<sup>5</sup> To include lead person, financial implications, facility and timings

<sup>6</sup> What you have achieved against your targets

**4. VOLUNTEERING**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS<sup>4</sup></b>	<b>RESOURCES<sup>5</sup></b>	<b>OUTCOMES<sup>6</sup></b>
<b>4.2</b>	As part of wider volunteer recruitment strategy, produce/implement strategy to recruit/motivate more volunteers into Aikido	April 2011	Strategy that provides guidance on recruitment of all volunteers	Identify lead person to oversee	Increased number of Volunteers
<b>4.3</b>	Collect and collate more detailed data to assess the pattern of volunteers amongst all groups.	December 2009	Accurate profile of volunteers in aikido	Secretary	Accurate profile of volunteers in aikido

**5. CLUBS/FACILITIES**

	<b>Detailed activity</b>	<b>Timescale</b>	<b>Targets</b>	<b>Resources</b>	<b>Outcomes</b>
<b>5.1</b>	Promote the 'awards for all' programme to all clubs	September 2009 onwards	Ensure all associations are aware of Awards for All opportunities.	Finance Officer in Association with marketing/website/PR campaign	Increased capacity of clubs to provide development opportunities and enhance facilities
<b>5.2</b>	Support clubs to work towards Clubmark accreditation.	ongoing	Development plans to incorporate clubmark principles in to development plans of Associations	Clubmark Officer	Increased capacity of clubs to provide development opportunities
<b>5.3</b>	Ensure and support Associations to implement equality policy, child protection policy, volunteer support strategy via their clubs.	September 2010	All development plans to incorporate policies in these areas	BAB Executive Committee	Safer, more effective and equitable clubs/Associations.
<b>5.4</b>	Undertake facilities audit via Associations to identify minimum requirements of facilities for aikido to be practiced	December 2010	All Associations contributing to national facilities audit	BAB Executive Committee via associations	Accurate profile of facilities in aikido

**6. MARKETING AND COMMUNICATION**

	<b>DETAILED ACTIVITY</b>	<b>TIMESCALE</b>	<b>TARGETS</b>	<b>RESOURCES</b>	<b>OUTCOMES</b>
<b>6.1</b>	Develop and implement a marketing and communication plan.	December 2009	Agreed marketing plan	Exec Cttee and Media Officer (when appointed)	Improved marketing of aikido and its benefits/services
<b>6.2</b>	Continue to monitor and review the content and presentation of the BAB website.	April 2009	Up to date and relevant website	Exec Cttee, Media Officer, Webmaster and Website Project Manager	Improved awareness of aikido and its benefits/services
<b>6.3</b>	Review communication mechanisms with Associations and clubs (eg, through the introduction of an e-zine).	September 2009	Agreed communication methods implemented	Exec Cttee, Media Officer, Webmaster and Website Project Manager	Increased satisfaction of clubs and Associations with BAB communication
<b>6.4</b>	Ensure the continuation of a good working relationship with CCPR and Sport England.	Ongoing	Maintain membership of CCPR, attending courses and seeking advice, as appropriate	Chairman	To obtain advice and guidance on the development of aikido.
<b>6.5</b>	Encourage and assist Associations and Clubs to build good working relationships with their local authority Sports Development Officer	Ongoing	Focus on raising awareness of all Associations to potential benefits	Highlight good practice via website	Increased access to sports development support, advice, coaching opportunities and associated funding

**PHASE 1 GOVERNANCE AUDIT**  
**STATUS ON IMPLEMENTATION OF RECOMMENDATIONS**  
*(as at 27<sup>th</sup> March 2009)*

**1. Recommendations already initiated/completed:-**

- Vision Statement  
**Developed and Adopted by Board 10<sup>th</sup> May 2008**
- Revision of the Management structure to make the organisation more effective and democratic  
**Revised Structure Approved 10<sup>th</sup> May 2008**
- Revision of constitution to make it more responsive to current operation (immediate changes to be implemented; others to await changes consequent upon becoming a company limited by guarantee)  
**Being actioned by Chairman/Vice Chairman**
- Improve the delivery and quality of the BAB Coaching system  
**Actioned by Coaching Development Officer**
- Development of Clubmark  
**New Officer appointed, with resulting new initiatives – Implemented**
- Develop a “find your local club” section on the website  
**Implemented**
- Action to improve information on website including:-
  - On Line booking of Coaching Courses  
**Implemented April 08**
  - Updating Home and History pages
  - News item on recommendations on Governance Audit
  - Request for Volunteers to support the work of BAB. **Loaded 20<sup>th</sup> May 08**
  - Vision Statement  
**All Loaded 20<sup>th</sup> May 08**
  - Profiles of BAB Officers  
**Loaded from May 08**
- Expansion of the National Course, if clear demand is identified  
**Agreed**
- Develop Role and Person Specs and identify appropriate training needs for BAB personnel  
**Completed**
- Develop an Equality Policy, and an Equity Action Plan  
**Equality Policy to be presented to Board (May 09)**
- Develop a Risk Management Policy  
**Policy to be presented to Board (May 09)**
- Develop an Aikido Development Plan  
**Final Draft to be presented to Board (May 09)**
- Develop a Bullying Policy  
**Being incorporated in draft revised Child Protection Policy**
- Appointment of an Independent Child Safeguarding Officer (ISO) to raise child protection to a professional level  
**Appointment made 20<sup>th</sup> May 2008**
- CRB check to be included in professional indemnity insurance application  
**Implemented**
- Definition of a “Junior” member to be communicated as “U18” and changes made to monthly return paperwork  
**Implemented**
- Child Protection to be incorporated into BAB Coaching qualifications  
**Implemented**
- Investigation into the implementation of processes for monitoring and reviewing child protection safeguards  
**New procedures drafted by Independent Child Safeguarding Officer**
- Case Management and CRB Disclosure procedures to be reviewed  
**New procedures approved for implementation on 27 March 2009**

- CP policy to be developed to include vulnerable adults  
**Separate Policy to be developed**
- Expand the remit of CPO and CP Steering Group to include vulnerable adults  
**Separate Group to be developed**
- Develop a "Child Protection/Vulnerable Adults Support Pack"  
**Being developed by ISO**
- Develop written codes of behaviour outlining good practice when working with children and other vulnerable groups  
**Being developed by ISO**
- Develop CP resource/information pack for young people, parents, guardians, other vulnerable groups and carers  
**Draft policy developed by ISO, now with the Chairman for Exec Committee action**
- Review key areas affecting Membership
  - Current criteria/level of membership  
**Review completed – 10<sup>th</sup> Oct 2008**
  - Current Membership Process  
**Completed 10<sup>th</sup> October 2008**
  - Data Management of Currently Affiliated Clubs  
**Completed 10<sup>th</sup> October 2008**
  - Identification of Un-Affiliated Aikido Clubs  
**Process implemented 10<sup>th</sup> October 2008**
  - Current Level of Charges  
**Interim proposals to be presented to Board (May 2009)**
  - Establish Umbrella Organisation/Licentiate Membership  
**Completed 10<sup>th</sup> October 2009**

## **2. Recommendations still to be addressed**

### *High Priority*

Develop the following Policies:

- Communications & Marketing
- Corporate Governance
- Financial Management
- Facility
- Health & Safety
- Competitions
- Vulnerable Individuals

### *Medium Priority*

- Become a Company Limited by Guarantee
- Seek Charitable Status
- New Data Management System to be in line with Data Protection Policy
- Provision of Administrative Support to Secretary

### *Low Priority*

- Consider becoming a grant aiding body when funds available
- Develop volunteer support resource for current workforce
- Develop volunteer support resources to recruit young volunteers.
- Develop Aikido Youth Programme