



SUPPORTING A PROFESSIONAL  
RESPONSE TO SEXUAL VIOLENCE

# **Independent Review of the British Judo Association**

**December 2019**

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## 1. INTRODUCTION

### ***Background to the Review***

1.1. In August 2019, LimeCulture CIC was commissioned by Sport England to undertake a review of the British Judo Association's (BJA) safeguarding policies and procedures. The necessity for this review was identified following a series of complaints and concerns raised by third parties to Sport England regarding how the BJA have handled specific safeguarding cases and queries.

1.2. The purpose of the review is:

- to enable Sport England to have the assurance that the BJA has effective safeguarding policies and procedures in place;
- to ensure that specific cases have been handled appropriately; and
- to review the support given to the BJA by the NSPCC's Child Protection in Sport Unit.

1.3. Sport England and the BJA collectively agreed that the review would help to identify areas of good practice, areas of concern and, if appropriate identify clear guidance on how the BJA could improve its safeguarding policies, procedures, practices and management of specific cases.

1.4. The review focused on existing safeguarding arrangements, policies and processes for the BJA and any affiliated organisation(s).

1.5. The Review has been conducted in 2 parts:

- Phase One of the review focuses on a specific case relating to [REDACTED] a [REDACTED] coach [REDACTED] [REDACTED] [REDACTED] This review is contained within section one of this Report.

- Phase Two of the Review is a deep dive into specific safeguarding arrangements at the BJA, providing assurance over progress in achieving compliance and the embedding of safeguarding requirements, both practically and culturally. This phase of the review addresses and is outlined in this Report:
  - Policies and procedures:
    - Safeguarding policy and procedures
    - Complaints policy and procedures
    - Disciplinary policy and procedures
    - Case management processes
    - Codes of conduct
    - Relationship with and requirements of affiliated clubs and organisations
  
- Safeguarding cases:
  - A detailed audit of a sample of safeguarding/child protection cases
  
- Safeguarding complaints:
  - A detailed audit of sample of complaints relating to safeguarding.
  
- Support received from the NSPCC's Child Protection in Sport Unit

1.6. It is critical that both phases of the review are read together as collectively, they represent an overview of the delivery of safeguarding by the BJA at the time of writing this report.

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## 2. PHASE ONE: [REDACTED] CASE REVIEW

### **Outline of Process**

2.1 The review was undertaken by the LimeCulture CIC Review Team in September and October 2019. The Review Team used a mixed methodology to conduct the review. By agreement with Sport England this consisted of:

- a review of case papers in relation to the [REDACTED] case
- a series of written questions raised with the BJA.

2.2 The review took longer than initially agreed for a number of reasons including:

- At the time of the review the BJA did not have a comprehensive process for recording decisions and activity relating to the management of the case. All decisions and activity were recorded in a series of 213 emails, many of which had documents attached to them. It took the BJA 2 weeks of the review period to transfer these emails to LimeCulture CIC securely as computer systems were incompatible. The lack of an effective case management recording process is discussed in the report at paragraphs 7.1 - 7.3.
- Following a review of the emails and documents, the Review Team raised a series of detailed questions with the BJA. The Review Team was of the opinion that these questions needed to be asked in order to better understand the decision making that had occurred in the case. Not all of these questions were answered in spite of the Review Team waiting for replies and chasing the BJA on 2 separate occasions. Consequently, the Review Team has not been in a position to evaluate the additional information that these questions would have generated nor factor them into the review. [REDACTED]

2.3 The Review Team acknowledge that this was a long and complex case which involved significant time and resources from the BJA, The LimeCulture Review Team would like to express their thanks to the BJA for supporting the review.

2.4 Where dates are not included in the review, this is primarily because they have been difficult to ascertain.

2.5 This Report is based on the findings of the Review Team at the time of the Review and does not reflect any changes in practice that may have occurred since that Review.

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[Redacted]

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[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.13 Throughout this period the Review Team found that the Lead Safeguarding officer [REDACTED] was persistent in seeking out information from the statutory agencies and responded in a timely manner to requests for information that were sought from [REDACTED] by those agencies and others involved in the case.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED] s

[REDACTED] a complaint was made in early April 2019 by another person who was concerned by the information about [REDACTED] contained on the

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

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[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

***Key Issues***

***Case Management Recording***

2.40 At the time of this case, the BJA recorded all case decisions and actions for each case in a series of emails with key documentation attached and held in files within the email account of [REDACTED]. In the opinion of the Review

Team this is inadequate and does not allow for a proper audit of the case.

[REDACTED]

2.41 As a result, it has been extremely difficult to carry out an effective review of the case papers as they are incomplete as detailed below: -

- Key actions have not been recorded
- Key paperwork is missing from the 'file'
- There is very little explanation/justification as to why decisions have been made
- There is no chronology of events and consequently there are significant gaps in the history of the case which it has not been possible to fill (NB: attempts to fill these gaps were made by the Review Team by asking for further information from the BJA. However very little additional information was received.)

2.42 The Review Team are of the opinion that other key documentation and notes must have been made in this case. However, it is unclear where these might be although, it is suspected that they are being held by other key personnel involved in the case.

2.43 Since this case, the BJA have joined the Case Management Safeguarding Pilot Project currently being funded by Sport England. This project includes access to a new case management system which will enable effective case recording and storage of key documentation. Using this system should substantially improve the recording of case management decisions within the BJA. However, it is critical that all key information is

recorded in the system, that a chronology of events is maintained and that the justification for key decisions is adequately documented.

**Recommendation 1a:**

All key case management information should be adequately documented in a case management system. This should include

- a chronology of events
- all relevant documents created during the case by all parties involved
- details of all decisions made including the rationale for those decisions

**Recommendation 1b:**

[REDACTED]

***Oversight of case management processes and hearings***

2.44 There is a lack of independence within current safeguarding processes and procedures within the BJA. The Case Management Group is made up of staff from within the BJA including the Lead Safeguarding Officer who appears to be a decision maker as well as an investigator. Most Case Management Groups (CMGs) in other sports recognise that, in order to ensure transparency in their decision making, it is helpful to include independent (i.e. non BJA) personnel in the CMG. These members should be sufficiently experienced in safeguarding to ensure that their decisions are meaningful and in line with current safeguarding practice. Whilst it is acknowledged that the Lead Safeguarding Officer has a role to play in the Case Management Group i.e. in presenting facts and information, [REDACTED] should not be involved in critical decision making.

2.45 Likewise, the documented processes for both for the risk assessment and the appeal against the process (as detailed in the Safe Landings Policy) are currently carried out by personnel internal to the BJA.

[REDACTED]

[REDACTED] There is likely to be far less challenge to decisions where there are independent personnel hearing decisions who can demonstrate impartiality.

**Recommendation 2:**

Membership of the BJA Case Management Group should be extended to include personnel with appropriate safeguarding experience who are not BJA personnel.

**Recommendation 3:**

The Lead Safeguarding Officer should not be involved in making decisions as part of the Case Management Group if [REDACTED] has also been an investigator in the case.

[REDACTED]

[REDACTED]

2.47 Under the new pilot process, the BJA will have access to experienced independent NSP panel members who can manage risk assessments and appeals. If the BJA choose to access this element of the pilot service, this should reduce the level of challenge to decisions and improve the quality and timeliness of decision making.

**Recommendation 4:**

Consideration should be given to amending the Safe Landings Policy to enable risk assessments and appeals to be heard by independent members of the NSP panel either with or without BJA personnel. This may require a change of the BJA current rules.

**Recommendation 5:**

[REDACTED]

***Was case management effective and timely?***

2.48 The Review Team found that at the outset of this case the BJA's responses and engagement in the process were both effective and timely. The Lead Safeguarding Officer [REDACTED] was thorough and meticulous in the gathering of evidence and information in the case and in [REDACTED] preparation of documents to assist with the risk assessment and the appeal. [REDACTED] risk assessment documents are comprehensive and informative. [REDACTED]

[REDACTED]

[REDACTED] followed the Safe Landings process to the letter.

2.49 However, after the appeal, the BJA appears to have started to lose its way and responses became slower and more laboured. [REDACTED]

[REDACTED]

**Recommendation 6:**  
Following any process where sanctions with conditions are imposed, a clear implementation plan should be developed to ensure oversight of the imposition of the conditions, intermittent and final review, compliance and final assessment.

***Was communication effective?***

2.50

[REDACTED]

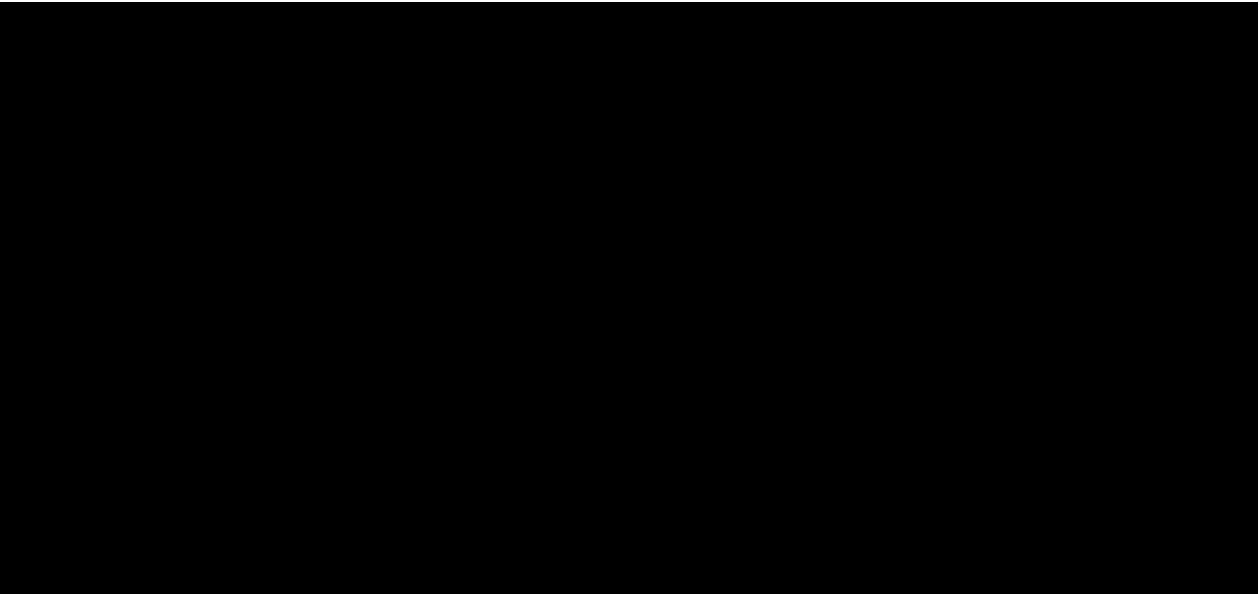
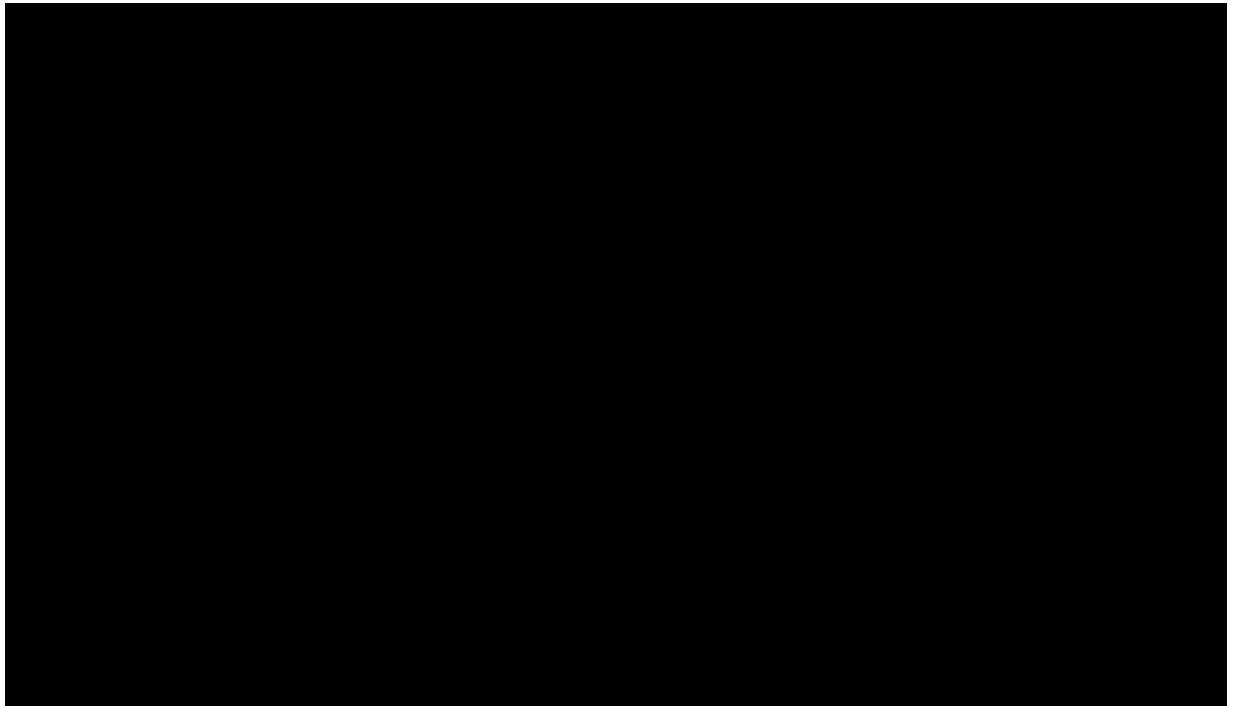
- [REDACTED]
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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]



**Recommendation 7:**

The terms suspension and expulsion should be clearly defined within the Safelandings Policy. The Policy should be amended to include, so far as possible, specific details of what activity is allowed/disallowed during the suspension.



[Redacted text block]

***Could the BJA have used a different process?***

[Redacted text block]

**Recommendation 9:**

The Code of Conduct for Coaches (and other officials) should be reviewed and amended to include reference to behaviour conducted outside of Judo which might bring the sport of Judo into disrepute.

[Redacted text block]

[REDACTED]

2.59 This is a long and complex case which has clearly taken up considerable time within the BJA. The outcome of the case to date is not satisfactory [REDACTED]

[REDACTED]

2.60 However, the Review Team are of the opinion that significant learning can be taken from this case to ensure that future cases could be better managed moving forward. This would involve changes to policy and procedures, improving case management processes, improving communication and introducing transparency in decision-making processes. All of this change is achievable although it is acknowledged that the BJA may need assistance in order to ensure this achieved in a timely and effective manner.

2.61 Given the wider ranging review into BJA which is currently underway (Phase 2), it may be appropriate to stall any changes to current practice until that review has been completed. It is very likely that further recommendations will be made in that report and these recommendations should be read in conjunction with those.

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### 3. PHASE 2: FULL REVIEW OF BRITISH JUDO ASSOCIATION (BJA)

#### ***Outline of Process for Phase 2***

3.1 The Review was undertaken by the LimeCulture Review Team between October and November 2019. The Review Team used a mixed methodology to ascertain areas of good practice, areas of concern and recommendations for improvement for the BJA. This approach allowed the Review Team to seek clarification through investigation by reviewing key documentation and interviewing key personnel in order to meet the purpose of the Review set out in para 1.2.

3.2 Phase Two of the Review consisted of a two-stage process:

- Desk based review of the current safeguarding policies, procedures and other relevant documentation, including the review of two safeguarding cases and two complaints; and
- Key informant interviews and Focus Groups.

3.3 The Review Team would like to thank the BJA and club personnel for their support in conducting this Review. The Review Team is aware that providing all relevant documentation and evidence as well as arranging and attending interviews took the BJA considerable time and effort.

#### ***Desk Based Research***

3.4 Key documents and management information were provided to the Review Team by the Safeguarding Manager at the BJA. These included current policies, operational procedures and case management information. This phase of the review framed the analytical process and provided contextual information about the current approach to safeguarding across all areas of the BJA. The Review Team carried out a thorough analysis of the documentation, which was sense checked with key informants to ensure

that the information provided reflected the understanding and experience of key informants.

### ***Key Informant Interviews and Focus Groups***

3.5 Key informant interviews brought a further level of intelligence to the review.

The Review Team conducted interviews with a range of BJA members at every level as well as personnel at a local judo club. Interviews were conducted on either a one to one basis or in focus groups. The Review Team would like to express their gratitude to everyone who took part in the review for giving up their time and for the honest and frank way in which they responded to questions from the interviewers. The Review Team spoke to the following during the Review:

- Board Lead for Safeguarding
- Chief Executive Officer
- Safeguarding Manager
- Deputy Safeguarding Manager
- Development Officer
- Club Welfare Officer
- Coaches

3.6 The Review Team developed a semi-structured question framework that was employed as a method to collect qualitative data and information from interviews. The key interviews focused on the following topics:

- Safeguarding areas of good practice;
- Current strategic approach to safeguarding, including management and leadership;
- Current operational approach to safeguarding including a safeguarding culture;
- Policy, procedure, guidance and documentation;
- Case management;

- Relationship between BJA safeguarding and local club safeguarding; and
- Training.

3.7 The Review Team (see appendix B for further information) comprised 3 individuals with complimentary professional backgrounds and expertise in:

- Safeguarding policy development and implementation;
- Safeguarding case management and delivery;
- Safeguarding audit;
- Safeguarding training;
- Compliance and governance; and
- Organisational planning, (re)design and review.

### ***Report and Recommendations***

3.8 Following the completion of Phases One and Two of the review, this Report, which includes findings and key recommendations was created and shared with Sport England and the BJA. It is suggested that the key recommendations contained within this Report are used by the BJA to develop an action plan to build upon their current safeguarding provision within the BJA and at local level.

3.9 The key findings in this Report have been ascertained by the Review Team through careful analysis of information provided by the key informant interviews and focus groups. It has not been possible to corroborate all of the information provided to the Review Team as part of the review, however the Review Team triangulated evidence provided throughout the period of the review by cross-checking information from a range of sources wherever possible.

3.10 The key recommendations that the Review Team have made are embedded into the text of this Report and relate entirely to the key findings. The Review Team has sought to make practical recommendations that support progress or improvements to a particular problem or area of concern within current provision. Several of the recommendations are similar to those included in the BJA current annual Safeguarding Action Plan. The Review Team felt them worthy of repetition as they support a fundamental finding of the review.

3.11 This Report is based on the findings of the Review Team at the time of their visits and does not reflect any changes in practice that may have occurred after those visits. During the review a number of key informants told the Review Team that they planned to make changes to their practice as a direct result of discussions that had taken place during their interviews. The Review Team are unaware whether any of these changes have been made.

3.12 The Review Team are of the view that this Report should be shared with the NSPCC's Child Protection in Sport Unit (CPSU) so that the content and recommendations can be linked with the BJA's subsequent assessment against the Safeguarding Standards.



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## 4. SAFEGUARDING STRENGTHS AT BJA

### ***Strategic good practice***

4.1 Strategic leads demonstrated a clear commitment to the delivery of a comprehensive safeguarding agenda across the BJA. There is a close working relationship between the Lead Safeguarding Officer and the Senior Management Team.

4.2 There is a Board Lead for Safeguarding who is very experienced in working in environments where safeguarding is given high priority and is therefore well placed to support the development and progression of the BJA's response to safeguarding and also to act as a sounding board for that development

4.3 There is a clear acknowledgement that policies and procedures need to be monitored and reviewed regularly.

4.4 A new CRM system has recently been introduced which will enable both the BJA and individual club members to monitor training and development records.

4.5 There is a clear acknowledgement through all levels of management that safeguarding poses a significant risk to the BJA and this is specifically itemised within the BJA risk register.

### ***Operational Good practice***

4.6 Personnel at operational level demonstrated a clear understanding of the importance delivering safeguarding across the BJA.

- 4.7 Staff recognise the importance of seeking advice and guidance from outside sources as and when required.
- 4.8 A comprehensive training plan for those delivering safeguarding has been developed.
- 4.9 The number of Club Welfare Officers is improving year on year.
- 4.10 A conference to improve the knowledge and aid their development of Club Welfare Officers is being held this year for the first time.
- 4.11 There is a comprehensive job description for Club Welfare Officers contained in the Safelandings Safeguarding Policy.

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## 5. LEADERSHIP GOVERNANCE AND CULTURE

5.1 The Review Team is of the view that senior leaders within the BJA recognise the importance of embedding a strong and robust response to safeguarding across the sport and demonstrate a clear commitment to drive safeguarding through every level of the BJA from Board level through the NGB to grass roots clubs. There was a clear acknowledgement from key interviewees that safeguarding needs to be 'owned' at the top of the organisation and that the senior leadership team and the Board have a clear responsibility to steer the agenda.

5.2 However, although this culture is embedded across the BJA informants told the Review Team that the actual delivery of the safeguarding agenda is not always easy to achieve. A number of key interviewees commented upon the limited funding made available for delivering the safeguarding agenda across the BJA suggesting that policy dictated that funding is directed to increasing participation in the sport and that more should be committed to the delivery and improvement of safeguarding. Informants told the Review Team that, although they believed they are working hard to deliver safeguarding to the best possible standard, they recognised that improvements in some areas could be made. They said they welcomed any advice or guidance that could help them to progress their response to safeguarding further.

### ***Board Membership***

5.3 The Review Team was informed that the BJA have appointed a Board Champion with responsibility for safeguarding and that safeguarding appears as a standing item on the Board meeting agenda. Although the Board Champion has not received any specialist training to deliver the role, he is very experienced in working in environments where safeguarding is given high priority and is therefore well placed to support

the development and progression of the BJA’s response to safeguarding and also to act as a sounding board for that development.

5.4 In spite of the above it was unclear to the Review Team the extent to which the Board and the Board Champion are being utilised in their role. Key interviewees said that the Board is used to sign off new policies or changes to the Safelandings Policy and that they regularly receive information about cases and reports on developments across the safeguarding landscape. This includes a yearly report from the Safeguarding Lead Officer outlining progress against the latest safeguarding action plan. However, interviewees said that in their view more could be done by the Board and the Board Chair to check and challenge the information that was shared with them. The Review Team is of the view that it would be helpful to define the role and remit of the Board Champion. This should include how the Board Champion will evaluate the approach being taken to safeguarding by the BJA to ensure it is appropriate and effective.

5.5 In addition to the above, the Review Team was informed that the Board Champion has played a critical role in assisting the BJA with specific cases where the BJA have been required to follow the processes outlined in the Safelandings Policy. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Key interviewees said that it is very helpful to have this level of expertise to rely on when making such significant decisions.

**Recommendation 10:**

Define the role and remit of the Board Champion with specific reference to how the role can be utilised to check and challenge safeguarding decisions

## **Risk**

5.6 The Review Team is satisfied that safeguarding is included in the overall governance arrangements of the BJA. There is a clear acknowledgement that safeguarding poses a significant risk to the BJA through all levels of management and within grass roots clubs and the Review Team was told that it is specifically itemised within the BJA risk register.

5.7 The Review Team was informed that the BJA currently has 28,000 members attending approximately 700 clubs. Approximately 19,000 of those members are under the age of 18 years. In addition, almost 2,000 members have declared some form of disability and of those, 425 are under the age of 18 years. These members belong to clubs which are affiliated to the BJA. However, in addition the Review Team was informed that there are approximately 40,000 people, many of whom will be children or people with a disability, who attend clubs that are not affiliated to the BJA. Clubs which are not affiliated to the BJA are not required to follow BJA safeguarding procedures. The Review Team was informed that some of these clubs may have been approved by their respective Local Authorities through an Active Partnership approach, but they queried whether this was adequate. Key informants recognised that having such significant numbers of children and vulnerable adults sitting outside the BJA safeguarding structure posed a considerable risk both to the reputation of judo as a sport and to the individuals who were members of those clubs. This issue is addressed further at Paras 5.36 – 5.37.

*“We are aware of a Club which had a significant number of child members which had been approved by the local authority but where the only adults involved in the club were a husband and wife. He was the coach and she was the welfare officer. We do not think this is acceptable.”*

## **Decision Making**

5.8 The Review Team are concerned that current policies and procedures around safeguarding lack sufficient independence and transparency and that consequently the BJA are susceptible to challenge around their decision making and responses to safeguarding concerns. All elements of case management and decision making are dealt with 'in house' by BJA staff and members. This includes the makeup of the case management team, the risk management process, the disciplinary process and any subsequent appeals. [REDACTED]

5.9 Key informants told the Review Team that, on occasions, they had consulted and worked with other sports and agencies such as British Boxing, the Ann Craft Trust and Sport Resolutions UK, to support them in managing particular cases. However, this did not happen in every case, nor does the Safelandings Policy require it to happen. Some key informants told the Review Team that they did not believe there were any issues with transparency in current arrangements whilst others accepted that there is a need for this to change. The Review Team is of the view that there is likely to be far less challenge to decisions where these are made by independent personnel from outside the BJA who can demonstrate impartiality. [REDACTED]

5.10 The Review Team are aware that the BJA are currently involved in a new case management pilot project (funded by Sport England and delivered by Sport Resolutions UK) through which the BJA will have access to experienced independent National Safeguarding Panel members who can manage risk assessments, disciplinary processes and appeals. If the BJA choose to access this element of the pilot service, this

should reduce the level of challenge to decisions and improve the quality and timeliness of decision making.

**Repeat Recommendation 4:**

Consideration should be given to the amending the Safelandings Policy to enable risk assessments, disciplinary hearing and appeals to be heard by independent members of the National Safeguarding Panel either with or without BJA personnel. This may require a change of the BJA current rules.

***Current Safeguarding Management Structure***

5.11 The current structure for delivering safeguarding from senior managers through to grass roots clubs is unclear. Informants gave conflicting accounts to the Review Team of how safeguarding is administered across the whole sport and the Review Team are concerned that there is a disconnect between those delivering the sport within the NGB and some of those operating on the ground in individual clubs. In addition, although some clubs have appointed Club Welfare Officers (CWO), some have not and where there is no CWO in place, the responsibility for delivering safeguarding rests with the coaches. This has the effect of creating a tire two system for responding to safeguarding.

***Lead Safeguarding Officer and Deputy Safeguarding Manager***

5.12 The current Safeguarding Lead Officer (LSO) within the BJA is directly answerable to the CEO of the organisation. The Review Team was informed that the two work in partnership around many of the key issues that arise, and this was clear from the assessment of safeguarding cases which the Review Team considered. The LSO is very experienced and has been in the post for a number of years. In the past ■■■ has had a number of assistants who have supported ■■■, but these appointments

appear to have been short lived. Recently however, a Deputy Safeguarding Manager, (DSM) who has a broad experience of safeguarding from a former role, has been appointed to work with [REDACTED]. This has been viewed as a very positive step by staff within the BJA who believe this new appointment will enable more resources to be channelled into the management, progression and development of safeguarding across the BJA particularly at grass roots level.

5.13 The Review Team was informed that day to day management of safeguarding is the responsibility of LSO. This includes but is not limited to:

- Oversight and amendment of policies and procedures and development of new policies
- Oversight and delivery of the BJA safeguarding action plan
- Training staff
- Managing cases which have been referred to the BJA
- Advising on concerns which are low level, or which should be dealt with through disciplinary processes rather than through safeguarding procedures.
- Attending some competitions
- Occasional visits to individual clubs

5.14 The DSM assists with these functions but in particular [REDACTED] is specifically responsible for managing DBS checks and training validations. [REDACTED] is also working with Clubs to update information about Club Welfare Officers – whether they are in place and if so to whether their details are correct. This is dealt with in more detail at paras 5.25 – 5.32

5.15 Key interviewees told the Review Team that the work of the LSO and DSM is supported by the Child Protection in Sport Unit. There was general consensus that the yearly assessment and ad hoc support



offered by the Unit is important to the NGB and assists them both in their ongoing development of safeguarding across the BJA and in managing their response to individual cases. The annual action plan is developed using information from the CPSU assessment as well as other observations and information which the NGB has identified as requiring action or change.

5.16 The Review Team is of the view that although top level management of safeguarding at NGB level is relatively clear and well established, the overarching end to end structure for delivery of safeguarding within the BJA from grass roots into the NGB is less clear. The Review Team was informed that that other key personnel including Area Boards and Development Officers played a part in delivering the safeguarding agenda, but the extent of their roles was difficult to grasp.

### **Area Committees**

5.17 Some interviewees suggested that Area Committees, who sit between grass root clubs and the NGB, have responsibility for advising or assisting in safeguarding implementation and oversight as well as an ability to play a limited part in case management. Other interviewees suggested that currently Area Committees did not play any role in safeguarding either at a strategic or operational level. It was also suggested to the Review Team that although Area Boards did not play any part at present, this might become part of their remit in the future.

5.18 It was unclear to the Review Team whether personnel who make up the Area Boards have the requisite skills and knowledge to play any part in delivering safeguarding. Key informants told the Review Team that at Area Committee level some members demonstrated an 'old fashioned attitude' towards safeguarding suggesting that they saw this as someone else's role and did not recognise their responsibility in addressing safeguarding at their level. The Review Team is of the view that if Area

Committees are to have safeguarding included in the remit of their role, then they should be appropriately trained to carry out that role.

### ***Development Officers***

5.19 In addition, the Review Team was unclear about the role of Development Officers in the current structure. The Review Team was told that Development Officers act as the main link between individual grass roots clubs and the NGB. Their key role is to monitor the development and delivery of all aspects of the sport within existing clubs and introduce new clubs who will become affiliated to the BJA. The Review Team was informed that recently the number of Development Officers has been reduced and consequently those who remain are required to cover large areas of the country where significant numbers of clubs are located. The Review Team was informed that one Development Officer is currently responsible for over 200 clubs and that as a result a visit to a club may only occur infrequently. There is no programme which dictates when and how often clubs should be visited.

*“If a club is up to date with their validations etc., we may only go and see them once every few years.”*

5.20 Key interviewees were unclear about the role of Development Officers in overseeing the implementation of safeguarding at grass roots level. Some said they play a significant and critical role by:

- acting as the main link between the NGB and SLO and DSM.
- checking that coaches had renewed their safeguarding training certification/validation
- Offering advice to clubs about safeguarding as and when required

- Checking that Clubs are complying with safeguarding requirements e.g. the appointment of a Club Welfare Officer or whether the Safelandings Policy is displayed

5.21 However other interviewees told the Review Team that it is unrealistic to expect Development Officers to play any more than a cursory role. Informants said that routine visits to clubs did not include any routine checks around safeguarding and that safeguarding would only be addressed if an issue was specifically raised by the club. In addition, the Review Team was informed that Development Officers did not necessarily have the skills or knowledge to audit or review the quality or effectiveness of a club's response to safeguarding.

5.22 The Review Team is of the view that, given the numbers of Development Officers and the number of clubs for which they are responsible, it is unlikely they can play a key role in ensuring that safeguarding is embedded and working effectively at grass roots level. If this is correct, there is currently no means of proactively assessing the quality or effectiveness of safeguarding provision at grass roots level. This is a significant concern as a number of interviewees acknowledged that they are uncertain about the quality of the response to safeguarding at club level.

*“We only know about what is referred to us – we don't know what we don't know”*

5.23 Key interviewees told the Review Team that when a Club applied for Clubmark status this afforded the BJA (through the Development Officer) an opportunity to carry out a limited assessment of safeguarding provision at the Club. However, informants told the Review Team that although all Clubs are encouraged to apply for Clubmark status, not all clubs wanted to apply for Clubmark nor are they required to. In any event the Review Team was informed that Clubmark is not currently being

offered to clubs pending the development of a new award by Sport England.

**Recommendation 11:**

Define the structure for supporting the delivering of safeguarding within the BJA from grass roots level through to the NGB.

**Recommendation 12:**

Define the roles and responsibilities of the Area Committees and Development Officers in delivering the BJA safeguarding agenda and ensure they are appropriately trained to deliver the role.

5.24 Given the lack of funding and the reduction in the number of Development Officers, the Review Team is of the view that it would be helpful for the BJA to develop a self-assessment tool which Clubs can use to evaluate their response to safeguarding and their compliance with policies and procedures. This would be useful to:

- enable the Club to
  - assess their current response
  - identify any gaps in delivery
  - identify areas where they might need targeted support
- enable the LSM and DSM to
  - identify those Clubs where there is significant need to improve the response to safeguarding so that support can be specifically targeted
  - define common key gaps in the response to safeguarding which may benefit from policy amendment or targeted guidance
- enable Development Officers (in their limited role) and working with the LSM and DSM to identify which Clubs in their area need support and where possible assist with that support

**Recommendation 13:**

Clubs should be encouraged to use the CPSU Safeguarding Self-Assessment tool to evaluate their response to safeguarding and their compliance with policies and procedures and provide their self-assessment to BJA.

**Club Welfare Officers**

5.25 The Review Team was informed that embedding safeguarding within grass roots clubs is challenging. The key identified person with responsibility for delivering safeguarding at Club Level is the Club Welfare Officer (CWO). Within the Safelandings Policy there is a clear and comprehensive outline of what this role entails including:

- a comprehensive person specification
- a job description
- training requirements
- brief outline of how the role should be performed working alongside the Club Board

5.26 The Review Team was informed that although the BJA aspire to have a CWO in every club, this is not currently compulsory. However, informants said that the BJA is working to increase the number of Clubs with CWOs, the annual action plan recognises the need for 10% year on year improvement in numbers and in the last 6 years numbers have increased.

5.27 However, key informants told the Review Team that recruiting CWOs is difficult as the role is purely voluntary. In addition, even if a CWO has been appointed they frequently move on or change identity without the BJA being informed. This makes it hard for the BJA to maintain records and to ensure that the CWOs have completed their necessary

training. The task of improving this currently sits with the DSM who is working with Clubs to assess their current provision and update the information held centrally by the BJA. The Review Team are of the view that this work is critical to the NGB understanding the current landscape and should continue. If possible, it should be extended to establish if the CWO meets the requirements outlined in the job description and person specification to establish whether the right people are being appointed to the role.

**Recommendation 14:**

BJA should continue to work proactively to establish:

- Which Clubs have CWOs
- The details of those CWOs
- Whether they meet the requirements of the Person Specification and Job Description as outlined in Safelandings.

5.28 Key informants told the Review Team that maintaining contact with CWOs and updating them about changes to policy and practice is difficult and could be improved. Currently this is achieved by sending regular newsletters to Clubs and this year, for the first time, an annual conference for CWOs is being held. The Review Team recognised both of these initiatives as good practice but was concerned that more needs to be done to create and develop the relationship between the NGB and CWOs.

5.29 The Review Team was informed that the CWO role is recognised by grass roots clubs who understand why it is important to have someone within the Club with responsibility for safeguarding. In addition, they are also aware of the Safelandings Policy and how it can be accessed. However, in spite of the detailed information within the Safelandings Policy, key informants were unclear about how the role of the CWO

should be delivered internally and how the policy should be implemented working alongside the NGB. A key informant, who had been a CWO for 12 months, told the Review Team that it would have been helpful if she had been given more one to one advice about the role from someone who really understood it. Currently that responsibility sits with the Club Board. She said that although, Club coaches had been very helpful and that people knew who she was, she had found it difficult to be proactive in establishing her role within the club. She also told the Review Team that she had been unable to attend the training that she needed to complete because of a lack of availability of locally accessible courses. Other key informants said that Clubs have limited contact with the NGB and that if they did have any concerns, they would discuss them within their Club or possibly speak to the Development Officer.

*‘It feels as if no one out there is really thinking about us’*

5.30 From information given to them as part of this review, the Review Team is aware that although some CWOs do regularly contact the LSO and DSM for assistance and advice and to refer safeguarding cases to them, not all CWOs do. Consequently, the Review Team is concerned that some CWOs may feel isolated in their role and unsupported. Communication with the CWOs, particularly at the time they are appointed is critical to ensuring they are clear about what is expected of them and how they can be supported by the LSO.

5.31 The Review Team are of the view that if feasible, it would be helpful to create a dedicated space on the BJA website for CWOs where information to assist them in carrying out their role could be posted. This would be over and above that which is included in the Safelandings Policy and could be more practical in nature. For example, specific questions raised with the Review Team which are of the type that might be included are:

- How do I engage with the children and young people at the Club?
- How often should I go to the Club?
- Where am I expected to leave my contact details?
- How often should I make myself available?
- How do I engage with the Club Board?

5.32 In addition, it could provide a space where CWOs could raise questions or issues that they need answers to. As a concept this could be canvassed at the national conference and delegates could be asked to assist with its development for example by asking them what kind of information it would be good include.

**Recommendation 15:**

Create a dedicated space on the BJA website for CWOs. This could house practical information relevant to the delivery of their role as well as a place where CWOs could raise questions or issues that they need answers to.

**Coaches**

5.33 The Review Team was told on a number of occasions by key informants that where there is no CWO appointed, responsibility for safeguarding rests with the coaches who are engaged with the club. This appears to be the fallback position within the BJA. The Review Team was told that all coaches must have safeguarding training in order to meet their appropriate coaching qualification. However, the Review Team are of the view that it is unlikely that this training alone will equip coaches to carry out a role to the same extent as that envisaged for the CWO.

5.34 The Review Team is concerned that this approach creates a two-tier system of safeguarding at club level. In addition, as a model of practice it



is at odds with the information in Safelandings which states that a CWO should not be a coach.

5.35 Whilst the Review Team acknowledge that coaches should have an understanding of safeguarding and monitor behaviour or concerns whilst they are coaching, managing those concerns and working proactively with the membership to promote safeguarding through the Club is not part of their remit. Consequently, where there is no CWO in a club, informants told the Review Team that safeguarding will be implemented through a light touch approach rather than any structured format, but this does not create the stability that is needed to embed safeguarding throughout the sport.

### ***Affiliation***

5.36 Clubs which belong to the BJA are described as affiliated to the NGB. Informants told the Review Team that affiliation to the NGB ensures that Clubs operate safely and in accordance with the rules and regulations of the sport. The BJA acknowledges that where Clubs are not affiliated there could be a risk to children and adults and affiliation is therefore encouraged. The Review Team was informed that in order to secure affiliation, a Club has to satisfy minimum criteria. For example, the Head Coach must be qualified to level 2 and the club must have a constitution. Currently, irrespective of whether children will be attending the club, there is no need for a CWO to have been appointed. The Review Team was told that if there is no CWO in place then all safeguarding responsibility rests with the coaches at the Club and the Club is given time to appoint a CWO.

5.37 The Review Team queried why the appointment of a CWO is not one of the pre-requisites for affiliation. Informants told the Review Team that this could be difficult for new clubs to achieve as they are already required to put a lot in place before affiliation could be assured.

Informants said that placing onerous demands on Clubs might discourage them from wanting to affiliate at all. They also expressed concern that if the BJA was to suggest that all clubs who were affiliated must have a CWO by a cut-off date, then there was a very real possibility that a significant number of clubs would disaffiliate. The Review Team was of the view that by way of compromise it would be possible, moving forward to include the appointment of a CWO in the minimum criteria for affiliation. This would ensure that, from the outset, all newly affiliated clubs would have safeguarding at the heart of their day to day delivery of the sport rather than something which they should aspire to develop in the future. The appointment of CWOs at existing affiliated clubs could then be proactively managed as discussed previously in this report.

**Recommendation 16:**

The appointment of a CWO should be included in the minimum criteria for affiliation.

## **Competitions**

5.38 Although the Safelandings Policy includes comprehensive information about safeguarding during away trips and overnight stays with children, there is little information about who is responsible for safeguarding during competitions and events where a number of Clubs or players come together. Some informants told the Review Team that in these circumstances safeguarding is the responsibility of coaches, whilst others said that once children left the club, it was the responsibility of their parents. The Review Team was informed that during international competitions, coaches and physios would be responsible for this role as they could be 'relied upon'. The Review Team is of the view that a clear structure should be developed which outlines how safeguarding is

managed at competitions and events so that all those attending are aware of what to do in the event of an incident.

**Recommendation 17:**

A clear structure should be developed which outlines how safeguarding is managed at competitions and events so that all those attending are aware of what to do in the event of an incident.

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## 6. OPERATIONAL APPROACH TO SAFEGUARDING POLICIES AND PROCEDURES

### **Safelandings**

6.1 Safelandings is BJA's Safeguarding Policy, Procedure and Guidance document. Safelandings houses all safeguarding information relating to judo in one place. It is updated annually and is currently in the process of being updated as part of the CPSU's annual self-inspection process. Safelandings is approved and monitored at Board level and there is a strong commitment from the Board Safeguarding Lead to continually improve Safelandings to ensure it remains relevant and protects children, young people and adults at risk in judo.

6.2 The Review Team was given mixed responses to Safelandings at both Governing Body and Club level. Some interviewees told the Review Team that Safelandings is useful in that it is specific to judo and relates to judo practice. Specifically, they commended that the categories of abuse were provided with judo-based examples, helping the reader to identify what signs and indicators they may see, hear or notice in a judo context.

6.3 Key Interviewees told the Review Team that they believe Safelandings is fit for purpose and that this is demonstrated by its approval from the CPSU (through the annual inspection) and the co-branding with the NSPCC. However, the Review Team was also informed that following learning from recent cases, some parts of Safelandings could be improved. Personnel operating at Club level said they were aware of Safelandings but told the Review Team that they thought it was outdated and that they were unclear about its content.

6.4 Although the Governing Body Staff described the Safeguarding Policy as comprehensive, the Review Team were significantly informed that

the Policy is too long and in parts, too difficult to understand and use. Interviewees said a simplified policy which was separate from the Safeguarding Procedures and Guidance would help them deliver their safeguarding responsibilities more effectively. Interviewees told the Review Team that a new Safeguarding Guidance document which acted as a 'one-stop shop' would be welcomed and suggested that this guidance document should contain all the practical arrangements about how to deliver the Safeguarding Policy.

**Recommendation 18:**

Separate the Safeguarding Policy into three distinctive documents:

- 1) Safeguarding Policy – outlines BJA's commitment to Safeguarding
- 2) Safeguarding Procedure – simplified flowcharts outlining what to do if someone is concerned about the safety or welfare of a child or adult at risk
- 3) Safeguarding Guidance – comprehensive information which provides a step by step guide on how to enact the Safeguarding Policy

6.5 At a local level, the Review Team was informed that parents are informed about Safelandings when they join the Club and that they can access it via BJA's website. Interviewees at Club level said they were unaware of when there were changes to Safelandings and what the changes were. The Review Team felt it would be beneficial to communicate changes to Safelandings to all stakeholders where possible and to provide continual messaging about safeguarding and chapters of Safelandings through regular communication channels. This is elaborated upon further at paras 5.31.-5.32.

**Recommendation 19:**

Develop an effective communication plan to roll out pertinent and new information in the associated safeguarding Policies (Safelandings) and Procedures on an

ongoing basis to ensure Staff, Club Staff, Parents/Carers and children and young people are aware of the requirements within these Policies and Procedures.

6.6 The Review Team was also informed that Safelandings is not in language which is accessible to all. The Review Team is of the view that it would be beneficial to have a Young Person friendly version of the Policy and that this version should be made available on BJA's website. This would also help contribute to BJA's safeguarding assessment from the CPSU.

**Recommendation 20:**

Develop a young person friendly version of the Safelandings Safeguarding Policy and Procedures

6.7 When the Review Team visited one of the Club venues, BJA safeguarding documentation was not present. The Club did however have safeguarding resources such as a poster and a leaflet about safeguarding from their Local Authority. The Review Team was informed that it would be beneficial to have a free, downloadable and customisable poster from BJA which can be placed in Judo venues.

***Risk Assessment, Disciplinary and Appeals Process***

6.8 The BJA's current Risk Assessment process, Disciplinary and Appeals process all sit within the Safelandings document. The Risk Assessment process is used when BJA receive an adverse outcome on a person's criminal record check or when information is received from a statutory body. Where there is an allegation of abuse and neglect received from a non-statutory body or a breach of the code of conduct, the disciplinary process is followed. The Review Team is of the view that the Risk Assessment process should only be

used for adverse outcomes on a person's criminal record check, and as a part of a disciplinary process, but not used instead of the discipline process. By using the risk assessment process as part of the discipline process, the BJA will have a risk assessment to present to the discipline panel as part of their evidence for their case. [REDACTED]

[REDACTED]

**Recommendation 21:**

Use the Risk Assessment Process for outcomes of adverse findings on criminal record checks and as part of a discipline process.

***Code of Conduct and Ethics***

6.9 The BJA have relevant Codes of Conduct and Ethics in place for their coaches and their athletes and the Review Team was informed that these Codes are regularly updated and published on the BJA's website. The Codes of Conduct and Ethics is also amended for specific competitions and shared with the relevant athletes and coaches. For example, the Tokyo 2020 Code of Conduct and Agreement.

6.10 During the key informant interviews, the Review Team was informed that participants are aware of the Code of Conduct and Ethics. However, informants had difficulty reciting the behaviours which are embedded within the document. The Review Team was informed about the Judo values of respect, unity, trust, excellence and integrity and informants said that it would be helpful to describe the behaviours linked to each of these values within the Codes of Conduct and Ethics.

**Recommendation 22:**

Review the Codes of Conduct and Ethics to consider whether they can be aligned to BJA's Values.

6.11 The Review Team is also of the view that the Codes of Conduct and Ethics should be reviewed to ensure that inappropriate relationships between coaches and athletes and behaviours which bring the sport into disrepute are breaches under the relevant Codes. Furthermore, these Codes should be approved by the Board to provide a stronger message about the purpose and use of the Codes to the Judo community.

***The voice and engagement of children and young people***

6.12 The Review Team was informed that the BJA has worked hard to to hear and engage with the voice of children and young people for a number of years. Most recently, the BJA tried to establish an effective Youth Panel to support the BJA's general business for which safeguarding is a core function. Informants told the Review Team that due to logistical issues the Youth Panel struggled to attend meetings or were unable to commit to the tasks required.

6.13 Since then, the BJA have been working collaboratively with Rugby League to understand how they have engaged young people in their work, including their safeguarding activities. The Review Team is of the view that this collaboration should continue and that the BJA should work to identify a model of youth engagement which provides the child and young person's voice into BJA's decision making.

6.14 The Review Team was informed that many children and young people at Club level are not aware of the Safelandings Policy. Key informants told the Review Team that Safelandings is not child friendly



and that there would be huge benefit across the sport if the policy is made applicable to children and young people. This is discussed in more detail earlier in the report.

6.15 In addition, key informants told the Review Team that children and young people may not always be aware of who to contact if they are worried or concerned when they practice judo. The Review Team are of the view that this is still common across many sports and other sectors and that this is a particular area of concern.

**Recommendation 23:**

Develop a framework which promotes children and young people's voices and supports children and young people to speak out about abuse and neglect.

***Case Management******Recorded cases***

6.16 The number of cases recorded as referred to the BJA in the last 3 years is:

- 2017 - 100 cases
- 2018 – 69 cases
- 2019 (as at 19.9.2019) – 54 cases

6.17 Key informants told the Review Team that in their view, given the number of clubs affiliated to the BJA (approximately 800) the number of cases seemed low and they were concerned that the BJA does not have a true understanding of the extent of safeguarding concerns within its clubs.

***Case Management Recording***

6.18 At the time of the review all referrals made to the NGB were recorded on a spreadsheet. The Review Team was shown spreadsheets dating from 2017 - 2019. The Review Team found that over the 3-year period for which spreadsheets were made available, the amount of information recorded decreased significantly with earlier spreadsheets containing considerably more detail than those for the last year. In the spreadsheet dated 2019 the information recorded was limited to:

- date of referral
- name of referrer
- name of person against whom the allocation was made
- reference number
- brief outline of the allegation
- outcome – in many of the cases recorded this section did not contain any detail relating to the actual outcome but simply contained words such as *complete* or *advise given*.

6.19 Given this limited information, the Review Team was unclear how meaningful data could be compiled from these records to identify the types of cases referred to the NGB, the response of the NGB or the impact of the work of the LSO or the DSM.

6.20 In relation to records for individual cases, the Review Team found that there was no single place where all information, decisions and actions relating to a referral are recorded. The LSO recorded all his decisions and actions for each case in a series of emails with some key documentation attached. However, decisions and actions taken by other key personnel involved in the case, along with any paperwork that that might have been completed as part of the referral e.g. paperwork emanating from disciplinary hearings was not recorded in these emails. It was unclear to the Review Team where this information was held although it is assumed that if a record has been made, it has been retained by the individual who made it. Without a complete and

comprehensive record for each referral the Review Team is of the view that it is impossible to carry out any thorough audit of the decision making and rationale in individual cases. Consequently, responding to enquiries and complaints about individual cases is extremely difficult. This is referred to in more detail in para 7.1 and 7.2 above

6.21 Since this case, the BJA have joined the Case Management Safeguarding Pilot Project currently being funded by Sport England. This project includes access to a new case management system which will enable effective case recording and storage of key documentation. Using this system should substantially improve the recording of case management decisions within the BJA. However, it is critical that all key information made by all those involved in the safeguarding process is recorded in the system, that a chronology of events is maintained and that the justification for key decisions is adequately documented.

**Recommendation 1:**

All key case management information should be adequately documented in a case management system. This should include

- a chronology of events
- all relevant documents created during the case by all parties involved

*(This recommendation is also included in Phase 1 of the review)*

***Oversight of case management processes***

6.22 Informants told the Review Team that all concerns reported to the NGB are assessed either by the LSO or more recently by the DSM. From records seen by the Review Team it is apparent that some cases are dealt with by way of giving advice to referrers whilst others are directed through the disciplinary process and away from safeguarding.

The Review Team is of the opinion that there is clear understanding of the interface between safeguarding and the disciplinary process and this assessment addressed this issue effectively. Other cases are referred on to the NGB Case Management Group (CMG). According to the Safelandings Policy this will occur if the report relates to alleged misconduct or information which raises concerns about the suitability of an individual to work with children. It was unclear to the Review Team whether referrals might be made in other circumstances.

6.23 The CMG is currently made up of staff from within the BJA including the LSO who can act as both a decision maker and an investigator. Its remit is extensive and is detailed within the Safelandings Policy. It has the power *inter alia* to make decisions about whether cases are pursued through the disciplinary process and whether personnel should be suspended pending investigation.

6.24 The Review Team is of the view that currently the CMG is not sufficiently independent and could be more appropriately resourced. Most CMGs in other sports recognise that, in order to ensure transparency in their decision making, it is helpful to include independent (i.e. non BJA) personnel in the CMG. These members should be sufficiently experienced in safeguarding to ensure that their decisions are meaningful and in line with current safeguarding practice. In addition, whilst it is acknowledged that the Lead Safeguarding Officer has a role to play in the Case Management Group i.e. in presenting facts and information, ■■■ should not be involved in critical decision making.

**Recommendation 2:**

Membership of the BJA Case Management Group should be extended to include personnel with appropriate safeguarding experience who are not BJA personnel.

*(This recommendation is also included in Phase 1 of the review)*

**Recommendation 3:**

The Lead Safeguarding Officer should not be involved in making decisions as part of the Case Management Group if ■ has also been the investigator in the case.

*(This recommendation is also included in Phase 1 of the review)*

**Case referral from Clubs**

6.25 The Safelandings Policy contains advice regarding how to respond if there is a concern about a child. There are numerous references to the role of the CWO and 2 forms which should be completed in the event of an incident occurring. These are:

- BJA Child Protection Incident Record form
- External Agencies Contacted form

6.26 The Safelandings Policy also refers to the need to refer incidents to the NGB. However, in spite of this informants at club level told the Review Team that they were unclear about when cases needed to be referred to the BJA, when they should be dealt with by the club and what documentation should be completed if they do have a concern. In addition, the Review Team was informed that there is no requirement for individual clubs to feed back to the BJA about any incidents that have occurred and that have not been referred to the NGB. The Review Team is concerned that, without this information, the BJA is unaware of whether the right cases are being referred to them and/or to the statutory agencies and at the right time. Whilst the Review Team acknowledge that with current staffing levels it would be impossible to analyse all case information, data could assist to identify those clubs

where targeted support might be needed for example if there were consistently no cases recorded or many cases recorded.

*“I think all of us would do something different even though we know the basics”*

6.27 The Review Team was informed that currently there is no information made available to CWOs and individual clubs from the BJA to explain what information they should retain in relation to safeguarding concerns that are raised. Informants told the Review Team that although the Safelandings Policy states that records should be made and that clubs should be aware of the rules relating to the retention of records, currently, clubs are encouraged to develop their own processes and recording systems. Informants told the Review Team that clubs were unclear about how to do this and needed more guidance and support from the BJA to help them maintain appropriate records. Informants acknowledged that as they are required to keep records for other elements of club management e.g. membership details, coaching information, competitions etc this should be extended to include information relating to safeguarding incidents. Informants also told the Review Team that in their view CWOs are more likely to keep comprehensive records than club coaches.

**Recommendation 24:**

Provide guidance to clubs to help them maintain appropriate records of safeguarding concerns. This should include:

- What information should be collected
- How it should be collected
- How it should be stored

This information should also be used to create a simple data set that would enable clubs to provide regular information to the BJA about incidents that have been reported to them and the outcomes of those incidents.

***Decision making and Communication***

6.28 From the information provided to them, the Review Team found that on the whole decision making at NGB level appears to be based on sound safeguarding principles. However, the Review Team is of the view that there is often insufficient information recorded to explain why decisions have been made i.e. many decisions are a statement of facts without any supportive reasoning. In addition, for the most part documented processes are followed by those involved in managing safeguarding concerns although it was clear to the Review Team following the review of the case in Phase 1 that there are existing processes which need to be amended. This is referred to in more detail at para 7.16 in the Phase 1.

6.29 In relation to those cases reviewed, the Review Team found that the response to concerns and the management of the safeguarding process is mostly timely. There is evidence that both the LSO and the DSM are proactive in pursuing cases with outside agencies as well as internally within the BJA itself in order to ensure that progress is made. [REDACTED]

[REDACTED]

6.30 [REDACTED] It has been impossible for the Review Team to review many cases in depth as part of this review and for those which have been there is little rationale available within the body of the emails to explain some of the

decisions that were made – or not made as the case may be. Consequently, the Review Team is unable to say with certainty that every case referred to the NGB has been dealt with in the most appropriate way.

6.31 The Review Team is concerned that some cases included on the spreadsheets from each of the last 3 years are still marked as *pending*. These cases need to be reviewed as a matter of urgency to establish whether they have yet to be concluded or whether in fact the spreadsheet has not been updated with the outcome. If cases are still open the BJA should take appropriate action to resolve the concern as quickly as possible.

**Recommendation 25:**

All cases currently marked as pending on the spreadsheet log of cases should be reviewed to establish whether the case remains open to the BJA and if so to ensure appropriate action is taken as a matter of urgency.

6.32 The Review Team was concerned that on a number of occasions the BJA did not respond to incidents which may have breached BC’s sanctions and indeed on one occasion which may have amounted to a further safeguarding concern.

[REDACTED]



[REDACTED]

6.34 On other occasions contact was made with the BJA from regional officials and other members of the Judo community but these do not appear to have been explored in detail to establish whether the content of the questions and complaints should be acted upon.

## ***Training and Education***

### ***Strategic level***

6.35 The Safeguarding Manager at the BJA undertook an initial training needs survey in 2018 to inform the development of a training plan for the whole sport, and this now occurs on an annual basis. The training needs survey details the number of people who undertook the survey and the outcomes from the survey. It is commended that the Safeguarding Manager undertook the survey to identify the diverse training needs from across the sport whilst undertaking his other functions as a Safeguarding Manager such as case management, policy writing and youth engagement.

6.36 The BJA Safeguarding Training Plan 2018/19 outlines the training needs for each category of role from grassroots level to elite performance, including a timescale to undertake the training. Although the Review Team have commended the development of a training plan from the training needs survey, the training plan is fairly basic. The Review Team are of the view that the training plan could be more comprehensive by setting out the safeguarding competencies required for each role and how those competencies can be achieved. The Review Team are of the view that undertaking this work, will help to

clearly define the safeguarding requirements for each role and help build safeguarding capacity across the sport.

**Recommendation 26:**

Develop a safeguarding competency framework for each role across the sport, which can be aligned to a comprehensive safeguarding training plan

6.37 Board Members receive an induction from the Safeguarding Manager and are also required to undertake the Safeguarding and Protecting Children (SPC) Course. Board Members informed the Review Team that they felt the SPC course was too generic and there needed to be more specific to judo. This was felt across the Review at all levels.

***NGB level***

6.38 The Review Team was informed that staff at NGB level receive safeguarding information from the LSO as part of their induction. In addition, some roles were required to undertake the relevant Safeguarding and Protecting Children face to face training course. The Review Team was also told that some staff received additional safeguarding training relevant to their role, for example the Performance Welfare Officer received mental health first aider training.

6.39 It was unclear to the Review Team whether Development Officers are required to undertake assessments of their clubs safeguarding provision. It is the view of the Review Team that the Development Officers have not been sufficiently trained to undertake this role. Moving forward, if Development Officers are required to audit a club's safeguarding functions then specific training should be provided to enable them to undertake this role safely and effectively.

**Recommendation 27:**

Determine the role of the Development Officers in delivering the safeguarding agenda for BJA and develop training and guidance to support them in the role in safeguarding.

**Club Level**

6.40 The Training plan identifies the training requirements for coaches and CWOs. The Review Team was informed that coaches are required to undertake the SPC every three years as part of their revalidation, and CWOs are required to undertake the SPC prior to the Time to Listen (TTL) course every three years as part of their revalidation. However, as part of this revalidation, The Review Team was informed that coaches and CWOs are only required to undertake safeguarding training every six years. The Review Team is of the view that this is not sufficient or safe for the BJA, coaches and CWOs. Face to face training is essential in safeguarding to enable the coaches and CWOs to discharge their safeguarding functions effectively as it allows for questioning and can challenge unsafe values and views towards practice. The Review Team was told that it would be helpful if refresher training could also be made available, particularly if this online.

**Recommendation 28:**

Consideration should be given to Coaches and CWOs undertaking face to face safeguarding training every three years with annual online refreshers

6.41 The Review Team was informed that previously, the BJA employed Coach Education Officers who used to travel to clubs and provide

safeguarding training. Since the Coach Education Officers are no longer in post, informants told the Review Team that it is difficult to locate safeguarding courses and they were concerned that this put their coaching licences at risk. The Review Team was told that one CWO had been waiting for a year to complete the pre-requisite training required for them to undertake the TTL course. In addition, key informants said that a club had sourced a local safeguarding expert to come and train their staff due to the lack of availability of safeguarding training.

6.42 The Review Team was unable to ascertain whether adult safeguarding was a requirement for coach licencing as well as BJA's staff and Club Welfare Officer requirements. The Review Team were also unable to identify the safeguarding training requirements for officials.

**Recommendation 29:**

Consideration should be given to the development of a bespoke safeguarding training course which is relevant to judo and incorporates:

- Children and Young People
- Adults at Risk
- Children and Adults with Disabilities

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## 7. ANNEX A. LIST OF QUESTIONS FORWARDED TO THE BJA TEAM

As you are aware, we are currently in the process of conducting the review into the case of [REDACTED]. Following our initial review of the papers that you provided, I have some queries that I would like to raise with you which are detailed below.

- To date I have received 2 documents, one letter and 213 emails - thanks for these.
- One of the documents received is entitled BJA Safeguarding CMG Response to [REDACTED]. The document includes the following at paragraph 1.

- [REDACTED]

- [REDACTED].  
There are some documents attached to the emails which I have downloaded. Can you confirm that I have all of the documents that exist subject to the specific issues detailed below? And if not, can I have them as it would appear from the document that you have placed reliance on these when you came to your decision regarding risk.

- [REDACTED]  
[REDACTED] Can you please provide me with it?

- [REDACTED]



- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

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## 8. ANNEX B. ABOUT THE LIMECULTURE CIC REVIEW TEAM

LimeCulture Community Interest Company (CIC) is a national sexual violence and safeguarding organisation based in the UK. We work with frontline professionals, and their organisations, to improve the response to victims of sexual violence, through our range of training and professional development initiatives, research and consultancy services. We believe that all victims, regardless of where they live, their age, gender or sexual orientation, should

have access to high-quality, safe and effective support services. We work in support of organisations developing and embedding effective safeguarding policies and associated underpinning processes from Board level to entry level. To this end, we are committed to working with professionals and services to ensure they have the tools, knowledge, skills, competence and confidence to respond effectively, professionally and safely guard the welfare of children and adults affected by sexual violence

### **The Project Team**

Kim Doyle, Joint CEO

Kim is the Joint Chief Executive of LimeCulture CIC, a national sexual violence and safeguarding organisation based in the UK. For the last 30 years she has worked extensively in the field of sexual violence and child protection.

Kim qualified as a barrister and joined the Crown Prosecution Service in the UK in 1986. Since 1995 Kim has worked closely with the police, health, lawyers and other third sector agencies working to improve the standard of rape and child abuse investigations and prosecutions across the UK.

Kim became involved in training and development work in 1996 and regularly provides training to lawyers, forensic physicians, medics, social workers, police officers, ISVAs, commissioners and forensic services in sexual violence and child and adult protection both nationally and internationally. Kim also works in multi-agency settings facilitating the development of strategic plans and joint working protocols and arrangements in child protection, with a specific focus on sexual violence and child sexual harm.

Kim has worked extensively across the Sporting Sector. She has been instrumental in driving forward change across Governing Bodies responding to child protection concerns. She has worked with NGBs and National and International Federations helping them to develop and improve their existing



safeguarding provision. More recently she carried out an extensive review of safeguarding provision at Manchester City Football Group. Kim is currently working with Sport England to redefine the process and structure of case management of safeguarding concerns for NGBs.

### **Phil Doorgachurn, Director of Safeguarding in Sport**

Phil is the Director of Safeguarding in Sport at LimeCulture and has a long history in safeguarding and sport, as an undergraduate, Phil published his research 'Narratives of Abuse in Sport'. For this cutting-edge research, Phil was awarded the British Olympic Foundation Award and nominated for the Chancellors Award. Phil has a statutory background within the police managing youth diversion schemes for children affected by gangs and also holds an education qualification where he taught disadvantaged young people for a number of years.

Phil worked within the training and consultancy unit at the NSPCC for several years supporting individuals and organisations to transform their safeguarding provision, processes and case management. More recently, Phil has been the strategic lead for safeguarding at Arsenal FC, the Lawn Tennis Association and Premier League Charitable Fund.

Phil also has extensive international experience delivering training and consultancy across the globe including delivering keynote speeches at sports conferences. Phil supported the Australian Sports Commission and US Olympic Committee in developing their athlete welfare and child safeguarding processes and structures. Phil is an advocate for meaningful participation and enabling the child's voice to be incorporated to all service design and delivery.

### **Maria Putz, Training and Development Manager**

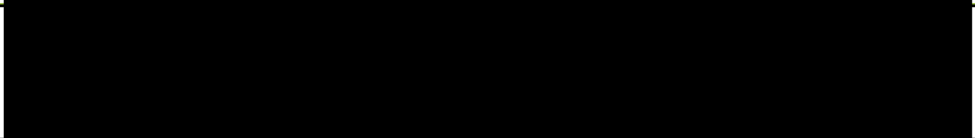
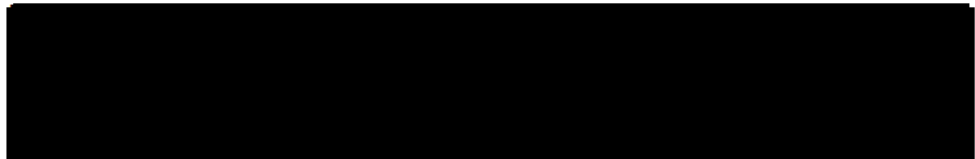
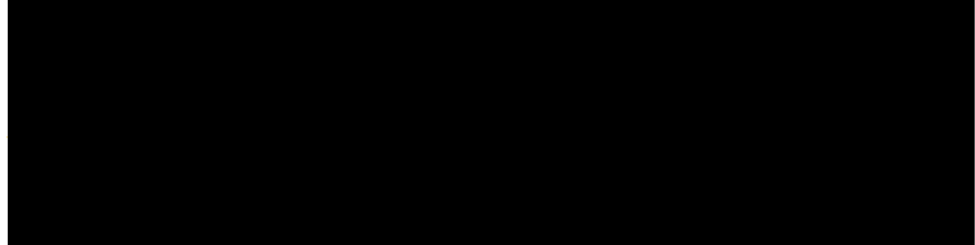
Maria is the Training and Development manager at LimeCulture with specific responsibility for safeguarding. For the last 13 years she has worked in safeguarding, sexual violence and health. Prior to joining the LimeCulture Team she was a specialist safeguarding nurse for the largest children's hospital in the UK. During her time she developed and implemented safeguarding policies, carried out safeguarding audits, developed and delivered safeguarding training Trust wide.


Maria's main role at present is planning, preparing and developing a high-quality training regime across all LimeCulture programmes. More recently she has presented internationally with a focus on safeguarding in sport. Maria is involved in SARC service reviews and Health ISVA reviews.

Maria is committed to improving services for those affected by Sexual Violence and improving knowledge and skills around safeguarding in all fields including sport.

## 9. ANNEX C TABLE OF RECOMMENDATIONS AND MANAGEMENT RESPONSE

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
High	<p>Recommendation 1a: All key case management information should be adequately documented in a case management system. This should include</p> <ul style="list-style-type: none"> <li>- a chronology of events</li> <li>- all relevant documents created during the case by all parties involved</li> <li>- details of all decisions made including the rationale for those decisions</li> </ul> <div style="background-color: black; width: 100%; height: 40px; margin-top: 5px;"></div>			
High	<p>Recommendation 2: Membership of the BJA Case Management Group should be extended to include personnel with appropriate safeguarding experience who are not BJA personnel.</p>			
High	<p>Recommendation 3: The Lead Safeguarding Officer should not be involved in making decisions as part of the Case Management Group if ■■■ has also been an investigator in the case.</p>			

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
Medium	<p>Recommendation 4: Consideration should be given to amending the Safelandings Policy to enable risk assessments and appeals to be heard by independent members of the NSP panel either with or without BJA personnel. This may require a change of the BJA current rules.</p>			
High				
Med				
Med	<p>Recommendation 7: The terms suspension and expulsion should be clearly defined within the Safelandings Policy. The Policy should be amended to include, so far as possible, specific details of what activity is allowed/disallowed during the suspension</p>			
High				

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
				
Med	Recommendation 9: The Code of Conduct for Coaches (and other officials) should be reviewed and amended to include reference to behaviour conducted outside of Judo which might bring the sport of Judo into disrepute.			
Low	Recommendation 10: Define the role and remit of the Board Champion with specific reference to how the role can be utilised to check and challenge safeguarding decisions			
Medium	Recommendation 11: Define the structure for supporting the delivering of safeguarding within the BJA from grass roots level through to the NGB.			
Medium	Recommendation 12: Define the roles and responsibilities of the Area Committees and Development Officers in delivering the BJA safeguarding agenda and ensure they are appropriately trained to deliver the role.			
Low	Recommendation 13: Clubs should be encouraged to use the CPSU Safeguarding Self-Assessment tool to evaluate their response to safeguarding and their compliance with policies and procedures and provide their self-assessment to BJA.			

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
Low	<p>Recommendation 14: BJA should continue to work proactively to establish</p> <ul style="list-style-type: none"> <li>• Which Clubs have CWOs</li> <li>• The details of those CWOs</li> <li>• Whether they meet the requirements of the Person Specification and Job Description as outlined in Safelandings.</li> </ul>			
Low	<p>Recommendation 15: Create a dedicated space on the BJA website for CWOs. This could house practical information relevant to the delivery of their role as well as a place where CWOs could raise questions or issues that they need answers to.</p>			
Med	<p>Recommendation 16: The appointment of a CWO should be included in the minimum criteria for affiliation.</p>			
Low	<p>Recommendation 17: A clear structure should be developed which outlines how safeguarding is managed at competitions and events so that all those attending are aware of what to do in the event of an incident</p>			
Med	<p>Recommendation 18: Separate the Safeguarding Policy into three distinctive documents:</p> <ol style="list-style-type: none"> <li>1) Safeguarding Policy – outlines BJA’s commitment to Safeguarding</li> <li>2) Safeguarding Procedure – simplified flowcharts outlining what to do if someone is concerned about the safety or welfare of a child or adult at risk</li> </ol>			

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
	3) Safeguarding Guidance – comprehensive information which provides a step by step guide on how to enact the Safeguarding Policy			
Low	Recommendation 19: Develop an effective communication plan to roll out pertinent and new information in the associated safeguarding Policies (Safelandings) and Procedures on an ongoing basis to ensure Staff, Club Staff, Parents/Carers and children and young people are aware of the requirements within these Policies and Procedures.			
Med	Recommendation 20: Develop a young person friendly version of the Safelandings Safeguarding Policy and Procedures			
Med	Recommendation 21: Use the Risk Assessment Process for outcomes of adverse findings on criminal record checks and as part of a discipline process.			
Low	Recommendation 22: Review the Codes of Conducts and Ethics and consider whether they can be aligned to BJA's Values			
Med	Recommendation 23: Develop a framework which promotes children and young people's voices and supports children and young people to speak out about abuse and neglect.			
Med	Recommendation 24: Provide guidance to clubs to help them maintain appropriate records of safeguarding concerns. This should include: <ul style="list-style-type: none"> <li>• What information should be collected</li> </ul>			

High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
	<ul style="list-style-type: none"> <li>How it should be stored</li> </ul> <p>This information should also be used to create a simple data set that would enable clubs to provide regular information to the BJA about incidents that have been reported to them and the outcomes of those incidents.</p>			
High	Recommendation 25: All cases currently marked as pending on the spreadsheet log of cases should be reviewed to establish whether the case remains open to the BJA and if so to ensure appropriate action is taken as a matter of urgency.			
Low	Recommendation 26: Develop a safeguarding competency framework for each role across the sport, which can be aligned to a comprehensive safeguarding training plan			
Med	Recommendation 27: Determine the role of the Development Officers in delivering the safeguarding agenda for BJA and develop training and guidance to support them in the role in safeguarding.			
Med	Recommendation 28: Consideration should be given to Coaches and Club Welfare Officers undertaking face to face safeguarding training every three years with annual online refreshers			
Med	<p>Recommendation 29: Consideration should be given to the development of a bespoke safeguarding training course which is relevant to judo and incorporates:</p> <ul style="list-style-type: none"> <li>Children and Young People</li> <li>Adults at Risk</li> </ul>			



High Med Low	Recommendations	Management Response/Action	Responsible Officers	Implementation Date (dd/mm/yy)
	<ul style="list-style-type: none"> <li>Children and Adults with Disabilities</li> </ul>			