

A STRATEGIC
WHOLE SPORT PLAN
FOR ENGLISH KARATE

2006-2010



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Compiled in association with



Final Document

30 March 2005

1. Background:

Karate must be viewed from both a traditional and competitive perspective, as both elements are integral to its continued practice and development within England.

Although there are many different Karate styles each variation is divided into three main categories-Kihon, Kata and Kumite.

Kihon represents the teaching of individual moves such as blocks, punches and kicks while Kata replicates these traditional movements as set routines which frequently practices by each karateka as a 'way of life'. Kumite represents the 'fighting' element of the sport where individuals can utilise their kata movements in competitive styles against an opponent.

Both Kata and Kumite can be judged via specific competitions and European, World and Commonwealth titles exist for Karateka (karate practicing individuals) at 6 weight categories (in kumite) for junior and senior competitions.

The weight divisions-for men:

1. Minus 60 K
2. Minus 65 K
3. Minus 70 K
4. Minus 75 K
5. Minus 80 K
6. Plus 80 K
7. Open weight

The weight divisions-for women:

1. Minus 53 K
2. Minus 60 K
3. Plus 60 K
4. Open weight

All competitions are based on age categories:

Seniors-18+
Juniors 18-20
Cadets 16-17

Although Karate in its truest form originates from Okinawa many new styles have been introduced over the years and this has led to whole associations with affiliated clubs following that particular style e.g. Shotokan, Wado-ryu, Shito-ryu and Gojo-ryu.

Each style varies in stance, movement pattern and philosophy although major tournaments and World and European competitions welcome all styles.

Is Karate a Sport?

“Sport embraces much more than traditional team games and competition, Sport means all forms of activity which through casual or organised participation aim at expressing physical fitness and mental well being forming social relationships or obtaining results in competition at all levels”

Council of Europe-European Sports Charter1993

It certainly is!

2. Introduction:

A unified application:

The only International Governing body recognised by the International Olympic Committee (IOC), on the world's stage is in fact the World Karate Federation (WKF) which only works with one accepted route-from the Commonwealth Body and European Karate Federation (EKF), the British Karate Federation (BKF) and the English Karate Governing Body Ltd (EKGB). This recognition has now become a well established operational line with the EKGB playing an important role within the make up of Karate on a global scale.

It is the EKGB that has drafted this Strategic Plan for Karate, in open consultation with the entire Karate community of England. The National Governing Body currently has in excess of 65,000 members affiliated to it with additional Karateka (unknown in quantity) outside this body.

It should also be noted from the outset that this proposal represents the fundamental mechanism to unify all Karate agencies under the one banner of the EKGB. This document will outline the manner in which it will achieve this strategy and it will also introduce new initiatives and vehicles to assist it with its delivery.

The best kept secrets of Karate-until now!

<u>Karate practices to be championed</u>	
1	Karate represents a leisure, recreational, pass time and sporting activity for all
2	Karate fosters, develops and enhances <u>personal achievement and intrinsic gain</u> -see 3 below
3	Karate openly recruits high numbers of <u>multi gender</u> participants
4	Karate openly recruits high numbers of <u>multi ethnicity</u> participants
5	Karate offers a strategic and popular form of <u>social inclusion</u>
6	Karate offers a strategic and popular form of self defence and is frequently seen as a form of <u>anti-bullying</u>
7	The ease of access which karate has is continually <u>creating stronger and safer communities</u>
8	Karate offers a genuine opportunity to show alternative ' <u>way of life</u> '

Karate offers value for money

1. Karate can be delivered in a range of existing facilities e.g. sport centres, school halls, community centres etc.
2. Little resources/equipment are needed for the Karateka to practice and take part in the sport
3. Karate focuses on a number of Government targets and it enables participants to concentrate on an holistic approach to life
 - i. Healthy/active movement patterns
 - ii. Positive Attitude
 - iii. Increased Confidence
 - iv. Self Belief
 - v. Life Long Learning
 - vi. Character Development
 - vii. Increased Attention Span
 - viii. Increased Social behaviour
 - xi. Personal Skill Development
 - x. Social Acceptance
4. Karate will develop the above interests in schools, fitness clubs and gymnasiums up and down the Country
5. Clubs exist in every town and city in the UK
6. Provides opportunities for all abilities:
 - The fun loving, training orientated-recreational Karateka
 - The leisure orientated karateka-aims high and enjoys an opportunity to progress through the belt system
 - The inquisitive karateka who perceives an opportunity to develop skills in order to better defend themselves
 - The competitive karate specialist works to achieve the highest of personal standards as well as technical proficiency
 - The National and International performer
7. With only **£255,200** worth of programme funding EKGB Karateka achieved 2 Gold's and 1 Silver at the recent World Championships in Mexico making this the highest ever World ranking for an English team and the best ever Lottery Funded results
8. A world wide history and tradition which is witnessed through the European and World Championships.
9. Karate already has a vibrant club base which is supported by a network of associations-affiliated to the EKGB

3. A Vision for the sport:

Delivering modernised programmes through a dynamic and robust governance mechanism which will maximise the ability to consistently be the most successful Karate Nation in World!

Step Changes:

Corporate Governance:

1	A new dynamic leadership structure will be the flagship for an effective governing body which provides services, advice and support Transparent and open recruitment to the Management Board with members voting for Development and Performance Board delegates
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Membership Services:

1	Introduction of a new 'Support Unit' to assist in a transparent delivery of services
2	Accredited clubs and associations
3	Information, will cascade through Karate via a new quarterly magazine which will include editorials, best practice and team news

Financial Stability:

1	Levies charged on recognised events i.e. accredited competitions and championships
2	Exploration of increased income streams from competitions and athletes and the market place

Development:

1	Karate should focus on a generic development strategy to be rolled out on a regional basis via local clubs and associations.
2	Nurturing phases for talented athletes from Club Festivals to Regional and national Academy training sessions
3	Regular workshops, seminars and educational visits by overseas sensei's

Pathways:

1	The recognition and delivery of a karate centered pathway for each individual <u>whether</u> it be in a traditional based environment or a competitive focus
2	Accessible delivery of coach education workshops and the introduction of a progressive '5 tier coaching model'
3	Karateka, Coaches and referees will have new pathways available to them

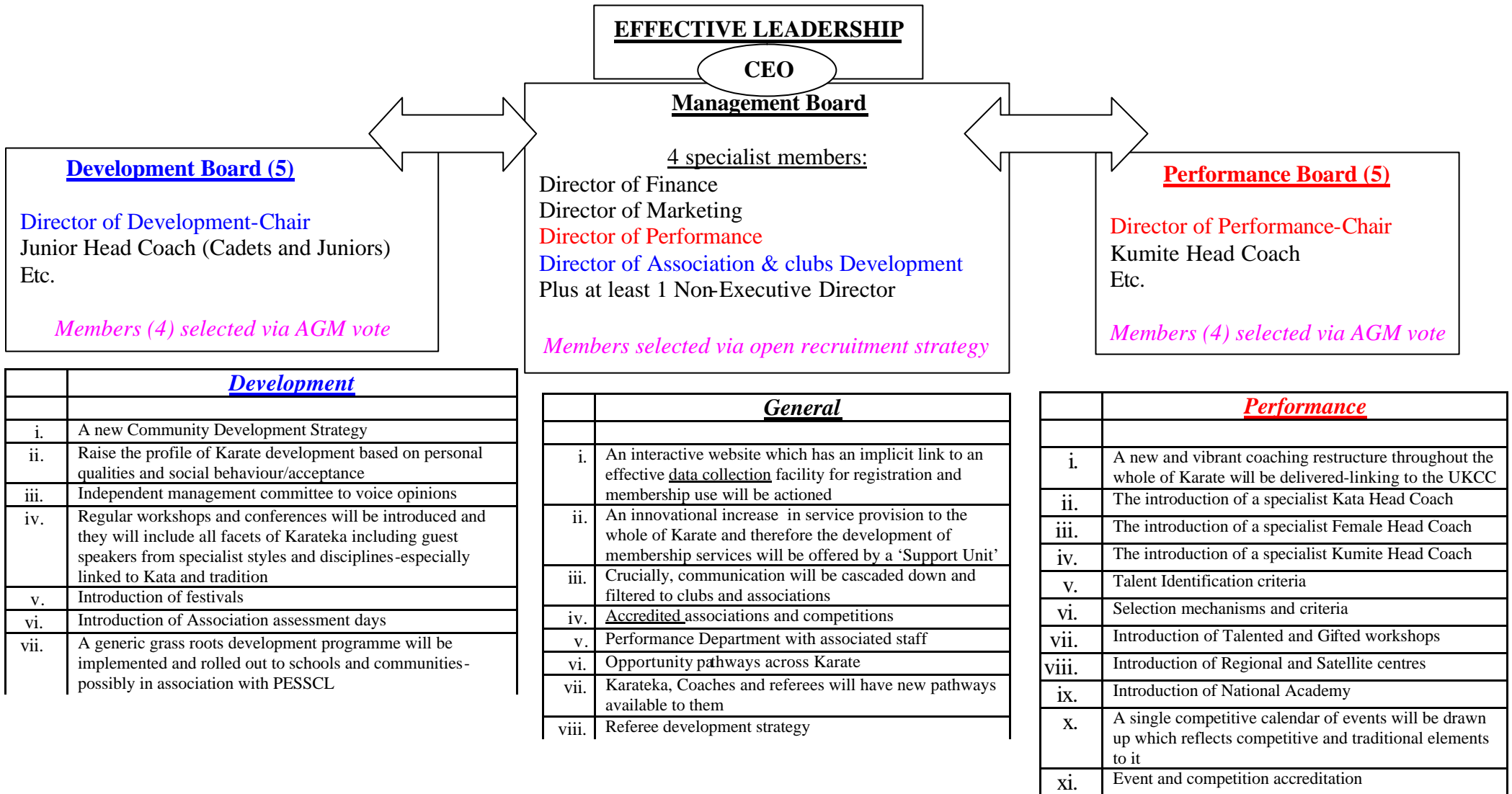
Performance:

1	Delivery of a single competitive calendar which supports a double periodisation format
2	A new method of identification, selection and assessment will be implemented-This is outlined in detail on Page 14,15 & 32
3	Individual Head coaches for Kata, Kumite and Women

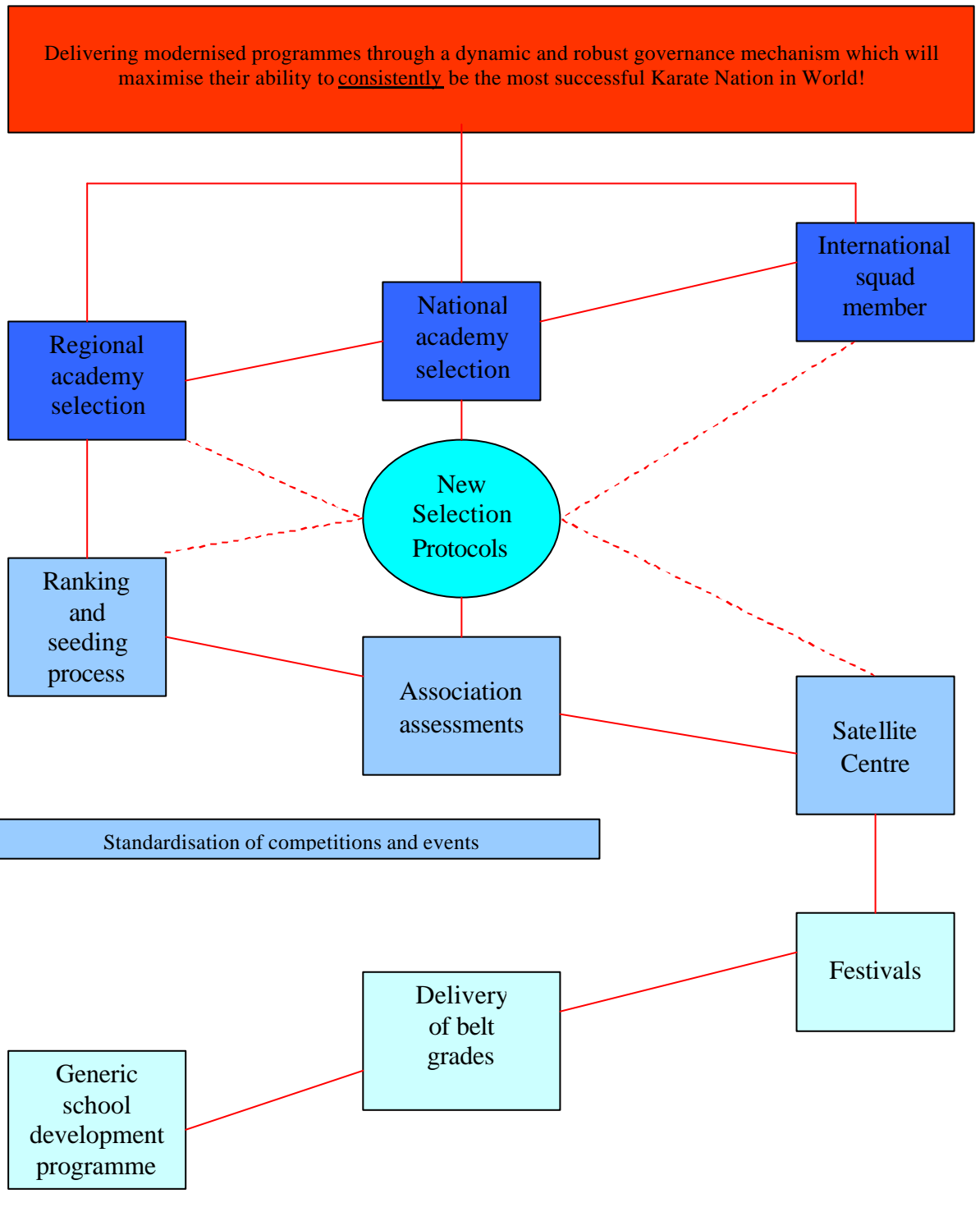
All of the above is supported by the new EKGB Ltd logo:



CORPORATE GOVERNANCE OF THE EKGB



4. Strategic Objectives:



Central Themes:

1. To instil a strategic approach to corporate governance across Karate and to underpin this with a transparent method of assurance
2. To develop greater income sources and promote a vibrant Karate brand which is community orientated and karateka led
3. To develop a strategic pathway for all forms of Karateka-inclusive of traditional/developmental and sport/performance
4. To instigate a systematic approach to talent identification and to implement new testing protocols at within the Start programme
5. Develop and promote a vibrant Community Development Scheme

5. Structure of delivery:

The delivery of the Whole Sport Plan for Karate will serve as a strengthening process for the EKGB as members currently registered with outside agencies will be encouraged to access the new level of 'services' implemented through this strategic plan.

With the development of this plan, the NGB will work with its members in a new and innovative manner that will attract like minded clubs and associations to join the EKGB in order to reap the benefits which will be provided by the new structure.

All elements of Karate will be brought together by a new form of transparent and effective leadership. This leadership will support all forms of Karateka and provide a pathway structure which will enhance the performance and competitive elements of all types of Karateka.

A new Management Board will focus on five major appointments which are outlined below:

- i. A Chief Executive Officer
- ii. A Finance Director
- iii. A Marketing / Media Director
- iv. A Development Director
- v. A Performance Director

This Board of Directors will be appointed independently via an open recruitment strategy.

However to show an open and transparent element of both development and performance energies, the Management Board will be supported and guided by a 'Development Committee' and a 'Performance Committee'-none of these 4 members (voted on at each AGM for a precise term of office) can be seconded onto the actual Management Board although each committee will be governed by the Performance Director and Director of Development.

A staffing chart is outlined on page 9.

There are 9 full-time members of staff under this new regime:

- i. Chief Executive Officer
- ii. Performance Director
- iii. National Head Coach
- iv. PA to the Performance Department and CEO
- v. Director of Development
- vi. 3 x Regional Development Officers
- vii. Support Liaison Manager
- viii. Chief Referee

There are 5 part-time positions:

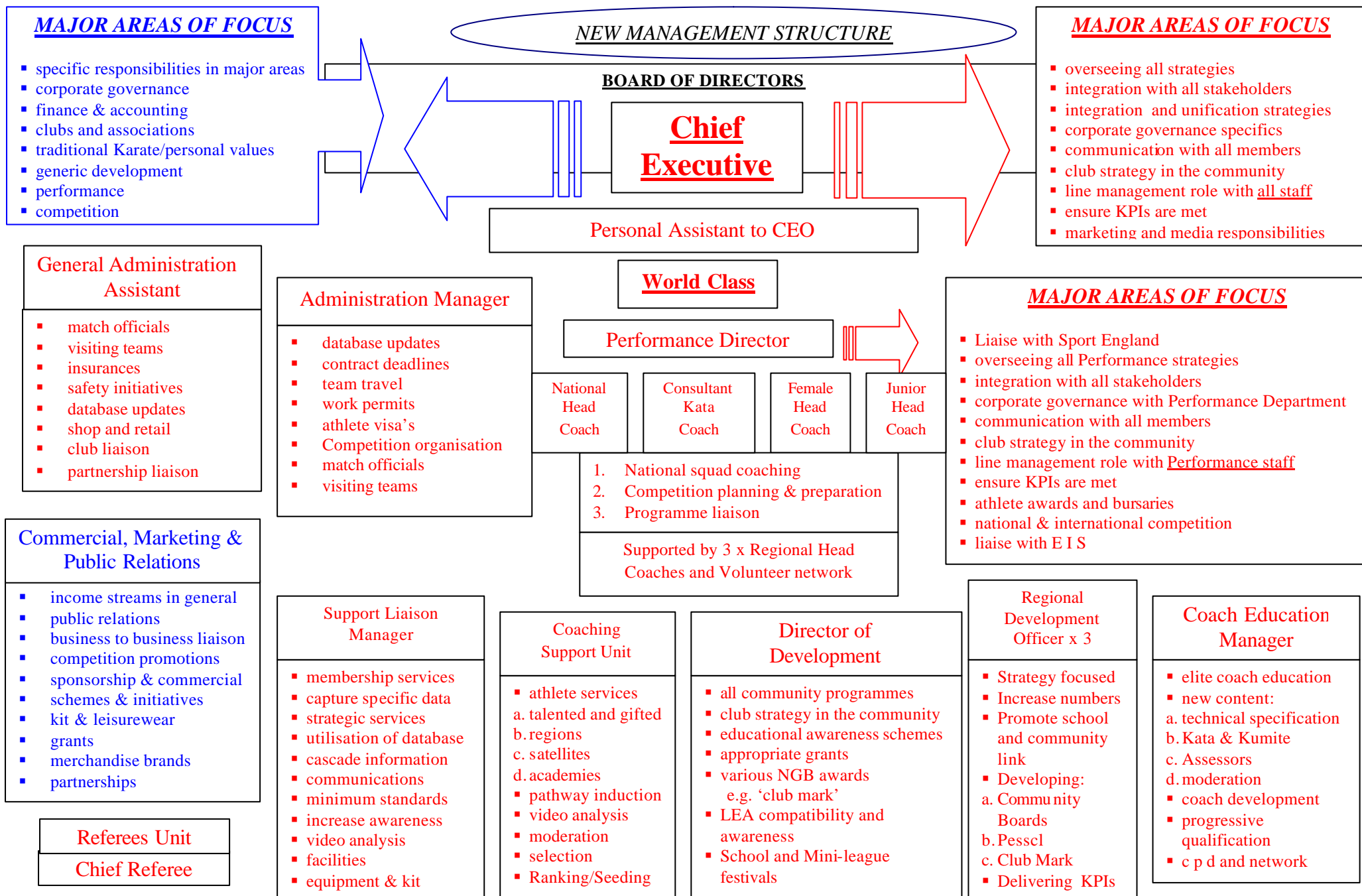
- i. Female Head Coach
- ii. Junior Head Coach
- iii. 3 x Regional Head Coaches-(Paid according to an hourly rate)
- iv. Coach Education Manager
- v. General Administration Assistant

A budget will be utilised to employ a specialist kata coach from an identified style-dependant on the individuals selected

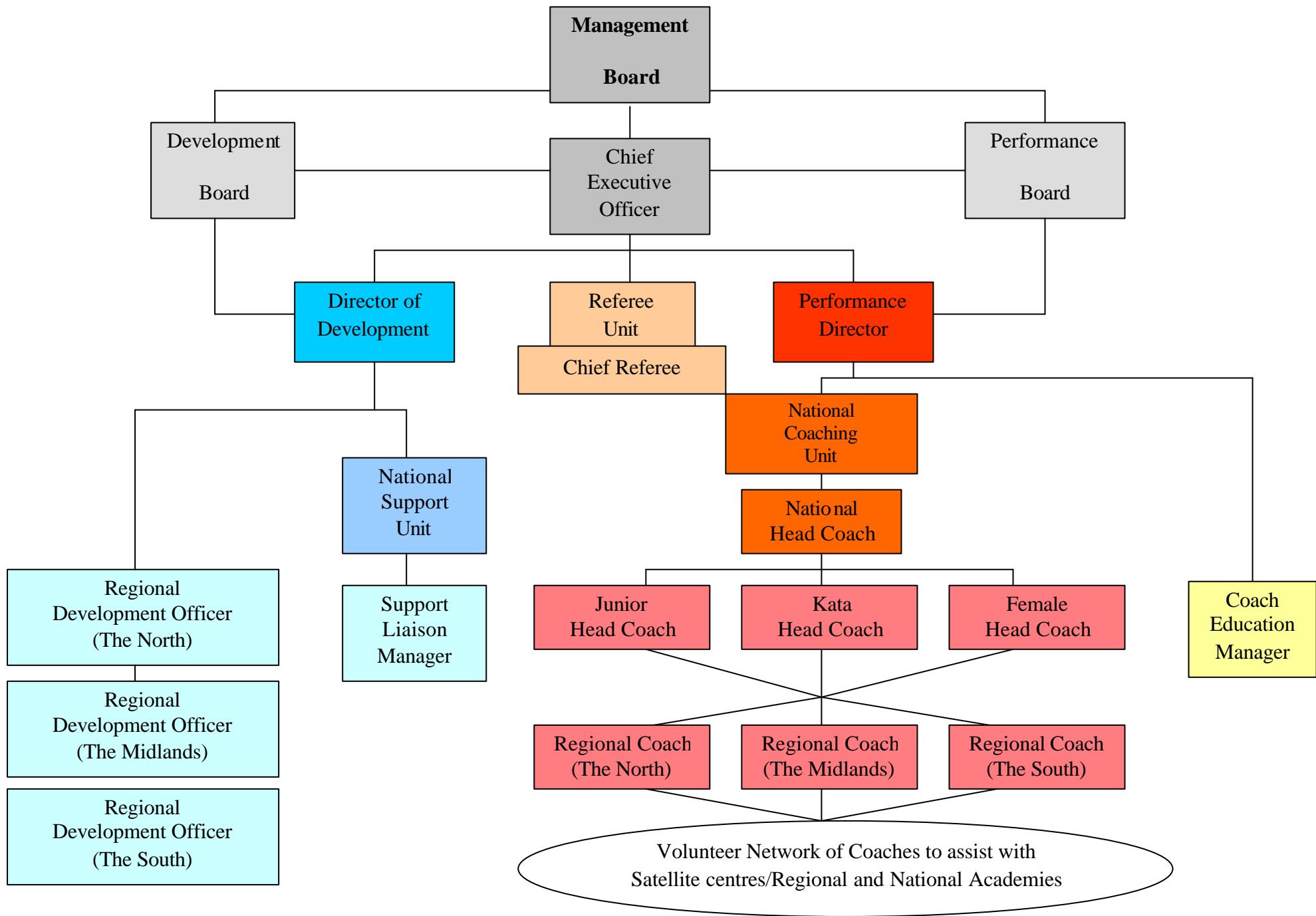
The Regional Development structure is outlined on page 13, 14 & 15-Overview of the regional network and development scheme

Pages 11 & 18-electronic communication and service provider shows the use of an intranet can support and develop the infra-structure of Karate.

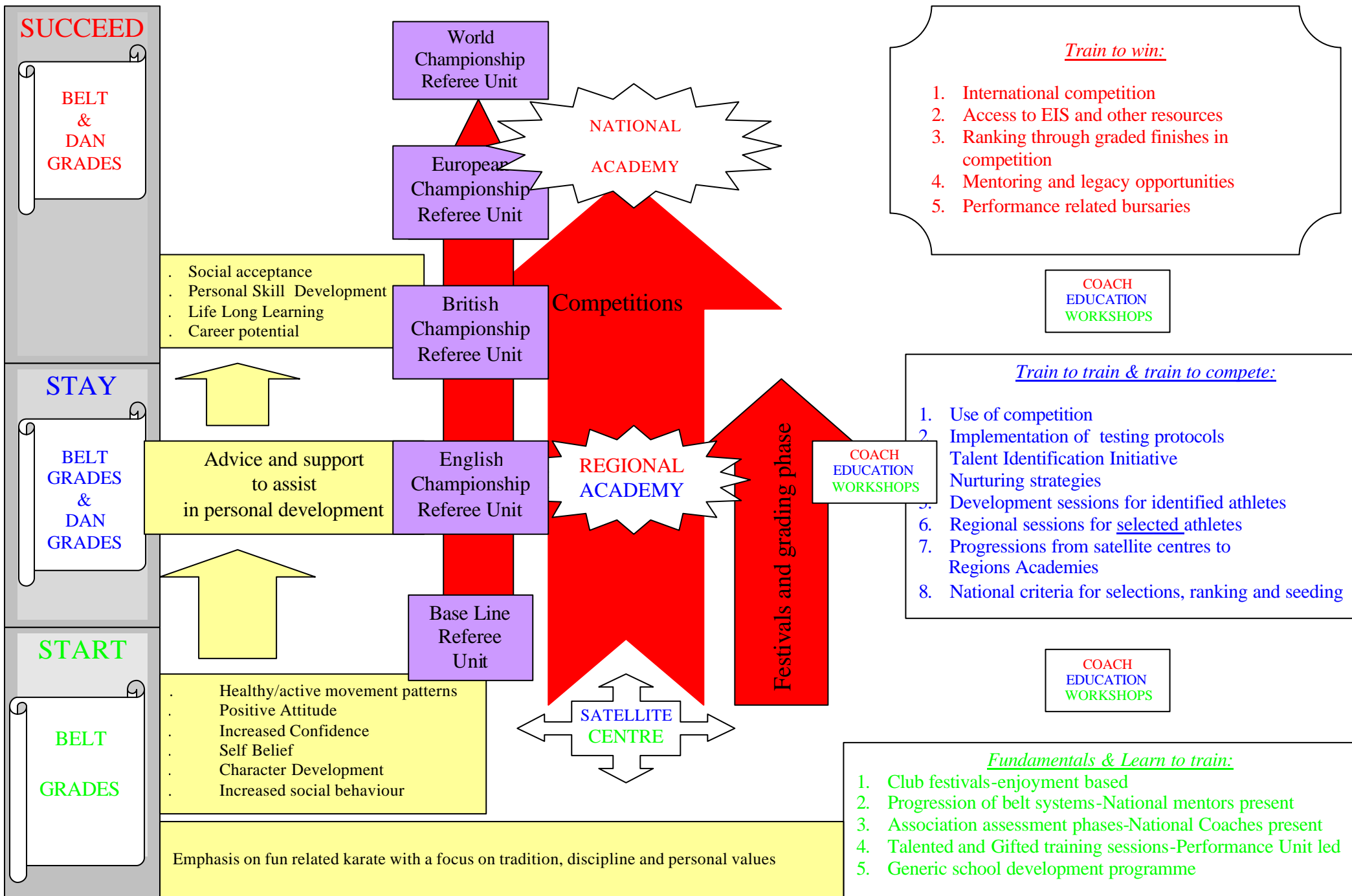
Communication will be the key to the delivery of this plan. Members will be informed about the services that are available and be shown how to access them.



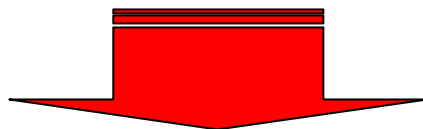
A STRATEGIC PLAN FOR ENGLISH KARATE



Karateka pathway chart for the EKGB



6. Membership Services



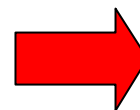
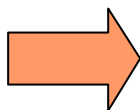
EKGB to publish a quarterly magazine/bulletin to all its membership

On-Line Support Unit

- a. Accreditations for associations
- b. Interaction of performance related issues
- c. Funding opportunities
- d. Competition/Event management
- e. School Schemes
- f. Community awareness
- g. Coach development
- h. Administration schemes
- i. Volunteer development
- j. Examples of good practice
- k. Competition and event management
- l. Equal opportunities
- m. Child Protection Policy
- n. Staff Welfare Policy
- o. Insurance liability
- p. Registrations, tracking and monitoring etc.
- q. Clubs to achieve recognised standards e.g. Club Mark
- r. Club development strategy

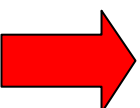
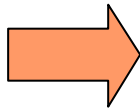
Methods of best practice will be sought

Association
In
Accreditation
Phase



Accredited
Association

Club
In
Accreditation
Phase



Accredited
Club

The above table outlines the method by which each club and association can equate to the new scheme.

Associations will have 12 months to apply for membership and this strategy will be rolled out between April 2006 and April 2007 with the clubs affiliating between May 2007 and October 2007.

An official 'kite mark' standard will be provided by the establishment of a standardised criterion which will be produced and implemented by the new **Corporate Governance team** - it will include:

- Transparent governance
- A recognisable system of accounting
- Provision of membership services
- Adherence to professional protocols

Official organisations will also be encouraged to work with LEAs and community groups to gain additional experience from programmes such as:

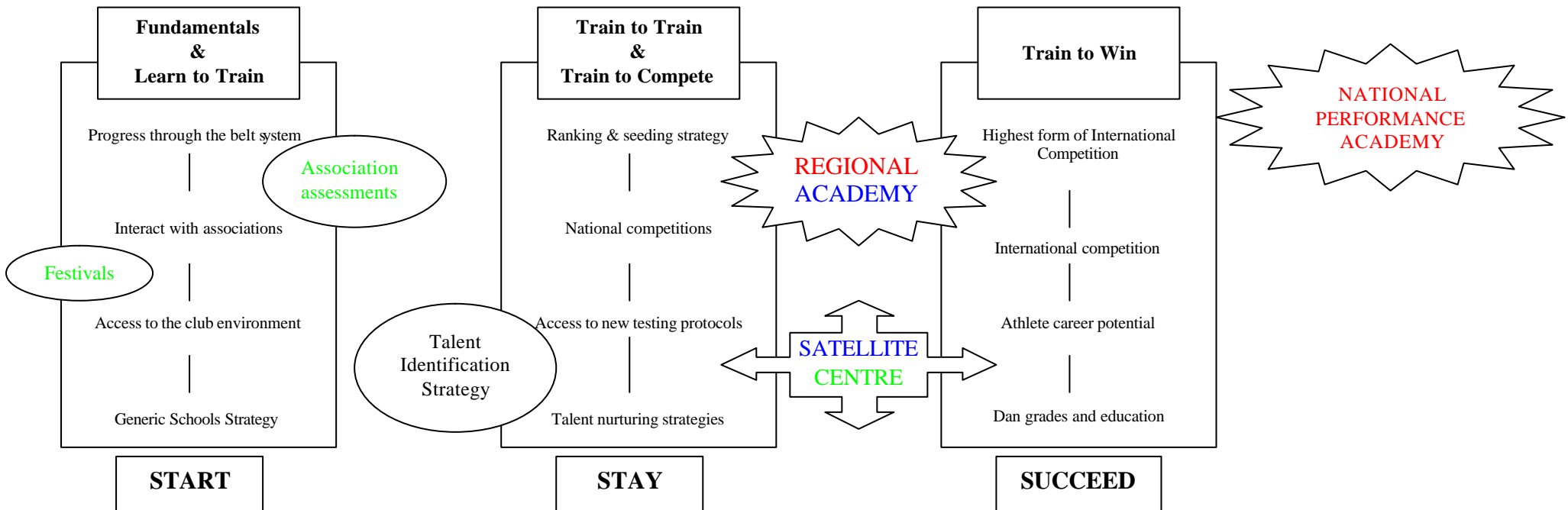
- Club Mark
- Community Amateur Sports Clubs (CASCS)
- PESSCL programmes
- Run Regional Sports and Community Board Programmes
- Youth Sport Trust, Sports Coach U K, The EIS etc.

NB. The newly designed EKGB 'Support Unit' will be able to advise and assist in any of these applications

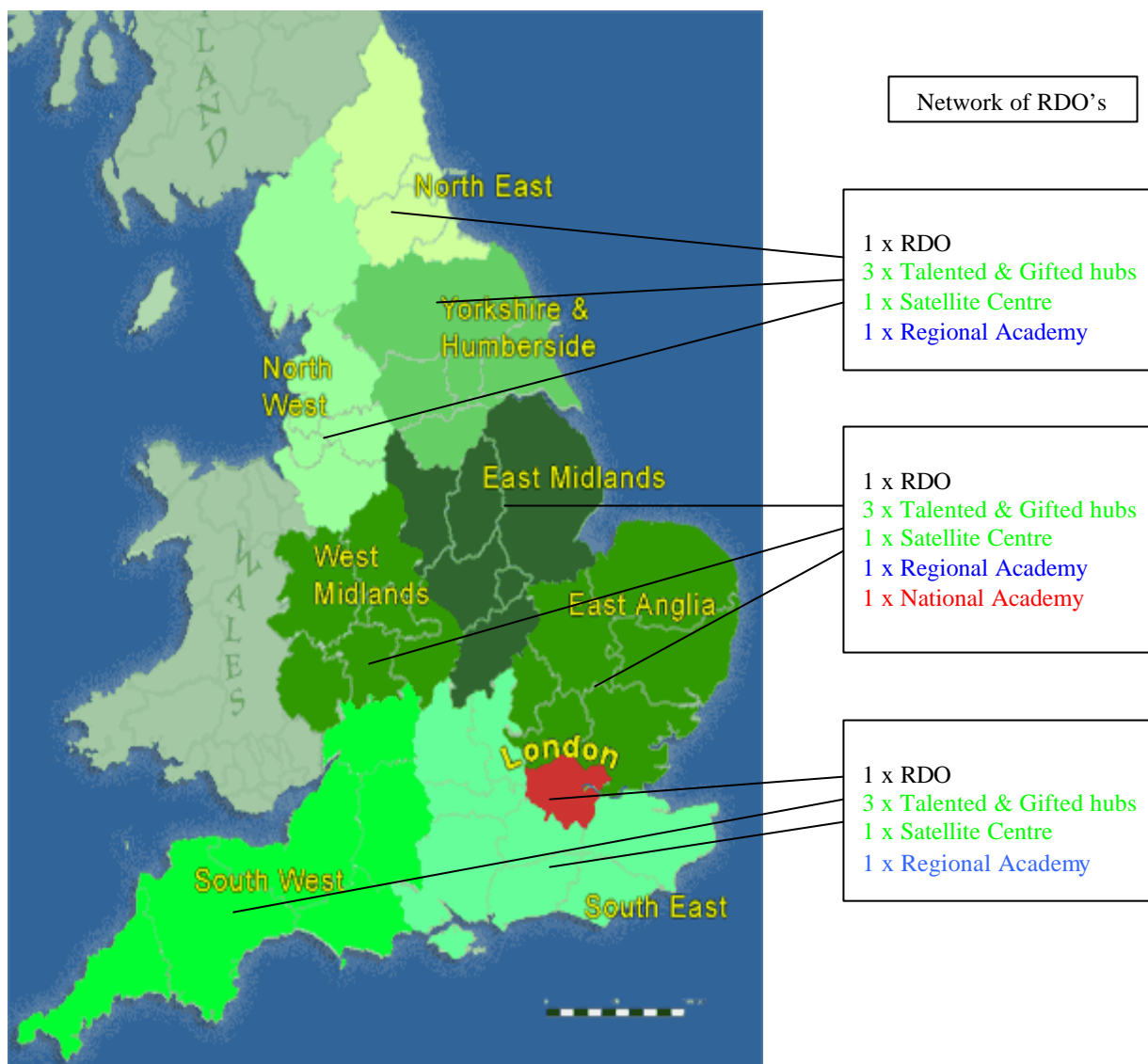
The implementation of a new Talent Identification strategy will create a new Karate **pathway** for everyone:

	<u>Method and practice:</u>	<u>By whom:</u>
1	Athlete with potential identified through the use of the new protocol assessment mechanism-P 32 ➤ This will be achieved by club/association recommendations or Sub-regional competitions ➤ Coaches from the NCU will also be attending individual club and association training	Regionalised coaching unit
2	After the athlete has been recommended on 3 occasions (min) in a six 12 month period he/she will be invited to attend a Regional Satellite Centre for a more detailed assessment	National Coaching Unit
3	The athletes ability and response to the pathway training is monitored and evaluated ➤ Through competition results and regional assessments)	National Coaching Unit
4	The better athletes are invited to National Academy Training sessions ➤ From here access to the performance programme and the National Academy can be achieved	National Coaching Unit

Long term athlete development pathway for Karateka:



OVERVIEW OF THE REGIONAL NETWORK AND DEVELOPMENT SCHEME



Overview:

The whole Development structure will be overseen by a Director of Development whose responsibility will be to:

- i. Increase participation
- ii. Devise policies and structures to further develop all forms of Karate-ka
- iii. Extend pathway opportunities
- iv. Support the LTAD plan of Karate
- v. Track and monitor individuals
- vi. Provide necessary advice and support
- vii. Wherever possible establish a viable link with the County Sport Partnership Schemes and Regional Sport Board developments

This individual will harness the support of each club and association practicing and will utilise the expertise of 3 Regional Development Officers-these will be assisted by 3 x Regional Head Coaches who will deliver the programmes with a structured volunteer network.

REGIONAL COMPETITION STRUCTURE:

Pathway:

This simply means that any individual will have access to a clearly transparent pathway for their own development. Each pathway opportunity will be related to a structure, training alternative or specialised camp/workshop.

Naturally each progression will be related to the overall structure of the plan and will have specific coaches working throughout the scheme. These coaches will also work closely with the National Head Coach and ideally have a regional input on the Development Programme.

Start Programme:

All karateka will be screened and assessed (through the new protocol procedure) as and when their association holds an assessment day-this is when a member of the National Coaching Unit visits an association competition day and uses the protocol sheet to identify particular athletes-Page 32.

The North -The North East, North West and West Yorkshire
The Midlands -West Midlands, East Midlands and East Anglia
The South -London Boroughs, South East and South West

Stay Programme:

The athletes who achieve talented performances in clubs, associations, and camps or in competitions will be selected to attend a retention centre-Satellite Centre or Regional Academy. Specific data will be captured by a member of the National Coaching Unit including a number of testing protocol data sheets and the individual will be scrutinised over a period of time in training, competition and from a social perspective.

It may be that if the athlete shows promising signs then they will be invited to attend the nurturing programme.

The Nurturing programme and Talented and Gifted training sessions:

These are specific training sessions or workshops which will focus on members with a particular level of expertise. Each session will clearly focus on nurturing the talent of the individual and developing them in readiness for the next step along their development pathway. These sessions will be linked to LTAD planning and the overall structure of the plan.

Satellite Centre:

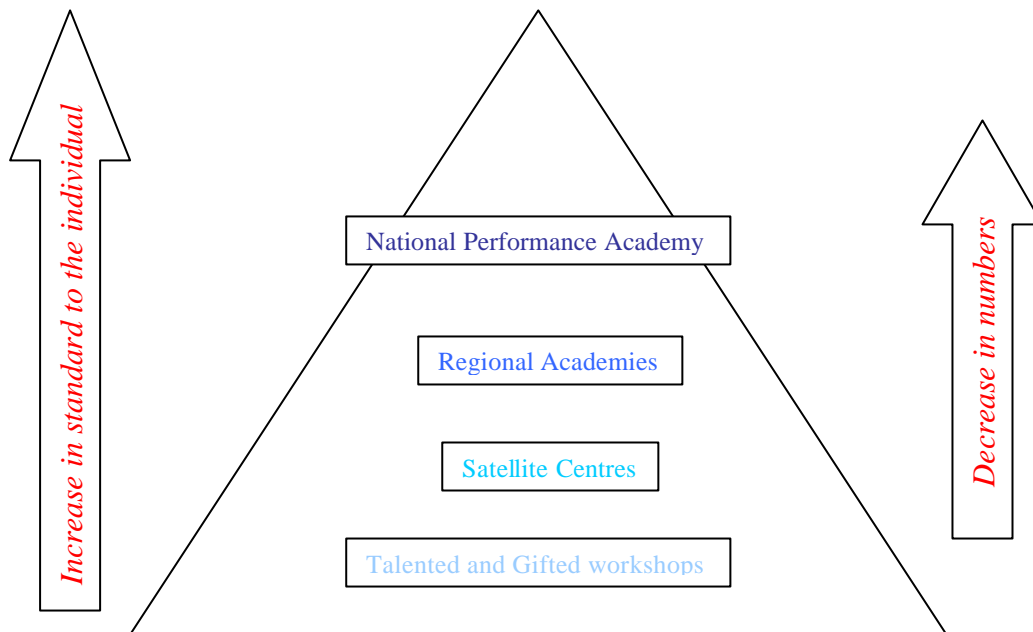
The Talented and Gifted workshops feed the Satellite Centres. Once a member has reached a previously identified level they will naturally progress to the Regional Academy which will be held at a particular base (permanent or moveable). Here good practice will be endorsed and specific workshops will take place in line with the objectives of the National Head Coach and the overall Development Plan.

Regional Academy:

The Satellite Centres feed the Regional Academies. Once a member has reached a previously identified level they will naturally progress to the National Performance Centre which will be held at a particular base (permanent or moveable). Here good practice will be endorsed and specific workshops will take place in line with the objectives of the National Head Coach and the overall Development Plan.

National Performance Academy:

The Regional Academies feed the National Performance Academy. This is where the National Squad members will train and it will be held at a particular base (permanent or moveable). Here good practice will be endorsed and specific High Performance training will take place in line with the objectives of the National Head Coach and the overall Development Plan.



This will safeguard any tendency to select without any form of standardisation and help to ensure that a rigorous and systematic approach towards talent identification and selection is adhered to at all times.

Regional Competition:

A regional competition will be held each year which will take the format of a single competition day with the best entrants from each region competing against each other.

Selection for this competition will be made via the National Coaching Unit who will attend each of the sub regional competitions.

REFEREE DEVELOPMENT

The development of referees will be essential in order to support new and improved levels of competition.

Biannual Referee Development camps will be held at the National Academy and they will focus and improving all levels of refereeing.

The Chief Referee will deliver the content and structure of the camp according to National and International strategies which would underpin this referee development programme.

This camp structure will allow for the continued development of referees and will also monitor and track the progress of all identified officials, placing them in one of the following five categories:

- i. Baseline Referee Unit linked to the work of the associations
- ii. English Referee Unit
- iii. British Referee Unit
- iv. European Referee Unit
- v. World Referee Unit

Each of the categories above will work directly with each association, sharing information, looking for examples of best practice and identifying localised coaches.

The Chief Referee will be responsible for the delivery of each of the above units which will hold the centralised details of all forms of referee from localised associations to International competition noting training and instructional records and personal achievements for each.

Training and qualification courses will form the basic level of the referee pathway and once the newly qualified referee has completed this first attainment stage he/she will automatically be enrolled onto the development programme outlined above.

Attendance on one development camp every two years will be compulsory for all referees and this will allow new standards and modern approaches to be cascaded down to all levels.

The Chief Referee role would include the following responsibilities:

- i. Writing the referee development programme which supports all of the EKGB's National initiatives.
- ii. To identify additional referees of the appropriate age and at varying levels
- iii. To provide minimum standards for refereeing in clubs, associations and all levels of competition.
- iv. To liaise with International authorities and recommend the inclusion of suitable referees for specific competitions overseas.
- v. To utilise the benefits of the programme outlined above in order to build an effective team of suitable referees which will support the player pathway structure outlined in this document.
- vi. To manage and implement the above development camps
- vii. To write and deliver an effective referee education programme which includes suitable qualifications in line with the World Karate Federation

COACH EDUCATION:

Karate coaching and instructing standards will be amended to fall in line with the new United Kingdom Coaching Certificate which has recently been written and piloted by Sports Coach UK.

The UKCC is an initiative to endorse coach education programmes across all sports, and provides agreed criteria to support its long term success.

Therefore, the EKGB Coach Education programme will comprise of a variety of components at a number of levels. It will offer various progressions within Karate and will also reflect examples of best practice which support current educational needs.

The Principles of the UKCC:

- i. Coach and participant centred
- ii. Based on National Standards
- iii. Vertical and horizontal progression
- iv. Quality assurance
- v. Flexible approach
- vi. Centrally co-ordinated
- vii. Build on existing good practice

Coach Education components to assist effective NGB delivery:

- i. A qualification will be awarded by the EKGB-this award will ensure quality delivery of the qualification over time
- ii. A central learning programme will be resourced to assist in the delivery and assessment of the qualification
- iii. Central learning resources and support materials will be available including Karate specific technical information
- iv. A programme of training for the personnel responsible for the UKCC delivery, assessment and quality-assurance of the coaches
- v. CPD for all coaches at all levels will be supported

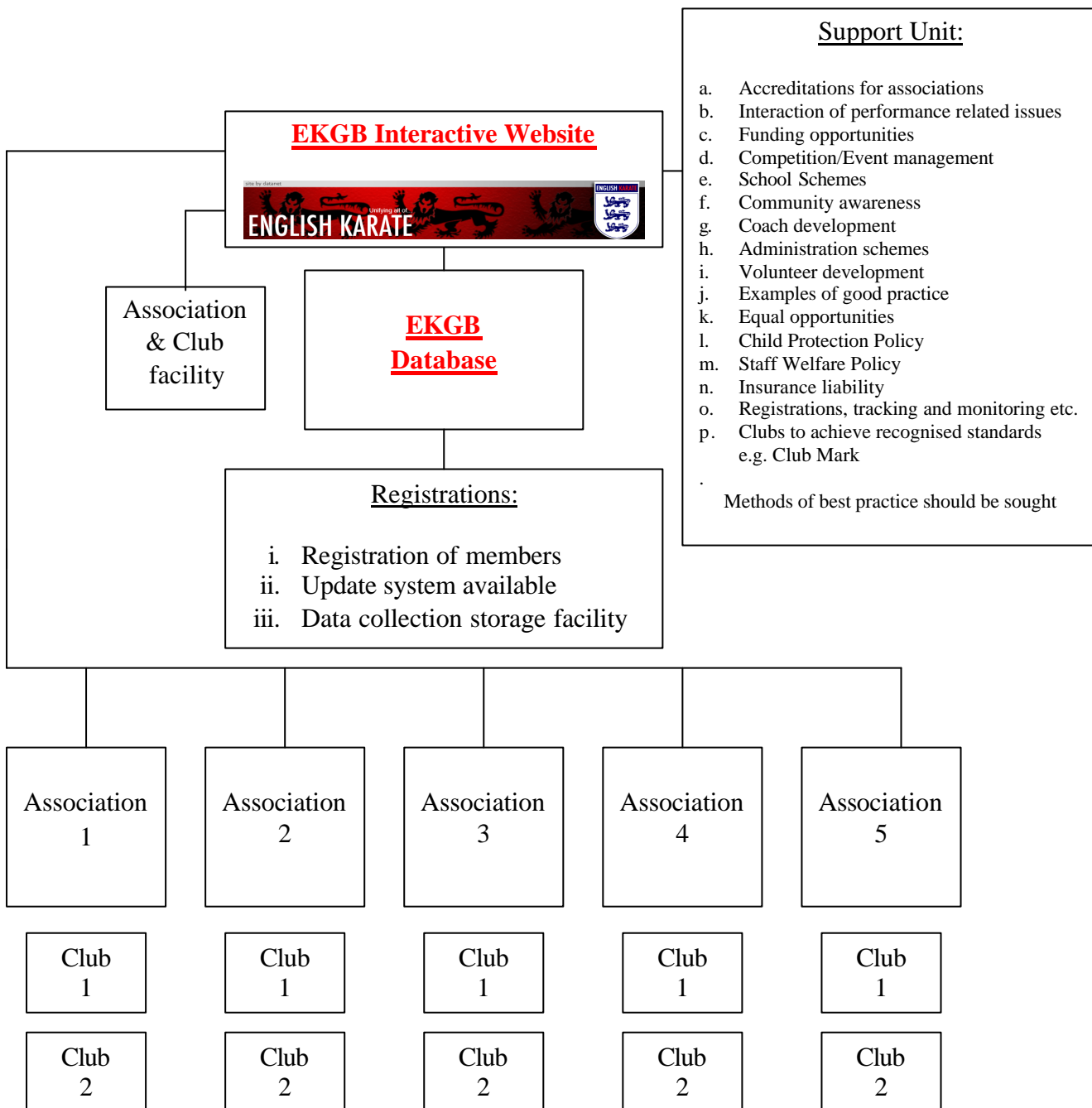
The next step:

- i. A Coach Education Manager will be appointed to manage the UKCC programme within the sport of Karate and liaise with Sports Coach UK on all relevant matters.
- ii. An induction programme will be written and implemented with current coaches
- iii. All current qualifications held by EKGB coaches and instructors will be aligned to the new UKCC scheme through a national accreditation process.

This will need to be phased in over a period of time with current coaches having to equate to the new scheme by a strategic date within the duration of the plan.

In addition, the Coach Education Manager will be responsible for the writing and delivery of an effective **Coach Development Strategy** which will identify new coaches, train and qualify them and provide new exit routes according to ability, strength and ambition (the specific needs and demands of each individual).

ELECTRONIC COMMUNICATION AND SERVICE PROVIDER



The introduction of the above will allow the EKGB to manage, collate and interpret increased levels of data in a compatible and consistent manner-from athletes, coaches, officials, members, clubs and associations

This form of data capture will assist the EKGB in proving its very strength to a nation who are looking out for an accessible, community based sport to enhance their lives. The primary groups of users will be identified in line with Government and Sport England targets-age, gender, ethnicity and disability

N.B

Information regarding specific clubs and associations will be held by the EKGB via a completely secure firewall. Clubs and associations will be able to update their sites but will not be permitted to see the records or data of any other club or association

6. KPI's, Targets and Milestones

KPI 1-Participation

To set a base line participation figure which will lead to a Performance Indicator and targets to be implemented

2005	2006	2007	2008	2009
-	-	-	-	-

Process of monitoring and evaluation:

- Proposal for on-line facility to register, monitor and evaluate membership
- Paper overlap for 2006 and 2007 with all registrations on-line by 2008
- Regular/monthly targets will be monitored

<u>Method of Assurance</u>	<u>Risk factors:</u>
<ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with local community development staff and strategies ▪ Availability of professional membership services via 'support unit' ▪ Creation of Karateka pathway linked to a LTADP for Karate ▪ Selection standardisation ▪ <u>Target inner cities</u> 	<ul style="list-style-type: none"> ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to assist in the delivery

Further information:

Karate already enjoys success with:

- Mixed gender groups
- A cross section of age groups
- Multi-ethnic groups
- Socially deprived areas

It must access and implement participation schemes with disability groups

KPI 2-Clubs

The EKGB will increase their club membership (equated to the new accreditation scheme) by 50% by 2009.

2005	2006	2007	2008	2009
-	5%	20%	35%	50%

- Process of monitoring and evaluation:**
- Incentive based registration scheme
 - Increase in dissemination of information
 - Proposal for on-line facility to register, monitor and evaluate membership
 - Paper overlap for 2006 and 2007 with all registrations on-line by 2008
 - Regular/monthly targets can be monitored

<u>Method of Assurance</u>	<u>Risk factors:</u>
<ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with local community development staff and strategies ▪ Availability of professional membership services via 'support unit' ▪ Creation of Karateka pathway linked to a LTADP for Karate ▪ Selection standardisation 	<ul style="list-style-type: none"> ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to assist in the delivery

Further information:

Karate already enjoys success with:

- Life long learning and participation
- Accessibility

This strategy clearly targets:

- Accredited clubs
- The implementation of minimum standards and standardisation
- Increase in service provision
- Increased affiliation

KPI 3-Membership (Associations)
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The EKGB will increase the number of registered associations (equated and accredited to the new scheme) from 100 to 150 by 2009.

2005	2006	2007	2008	2009
100	110	125	140	150

Process of monitoring and evaluation:

- Incentive based registration scheme
- Increase in dissemination of information
- Proposal for on-line facility to register, monitor and evaluate membership
- Paper overlap for 2006 and 2007 with all registrations on-line by 2008
- Regular/monthly targets can be monitored

Method of Assurance	Risk factors:
<ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with local community development staff and strategies ▪ Availability of professional membership services via ‘support unit’ ▪ Creation of Karateka pathway linked to a LTADP for Karate ▪ Selection standardisation 	<ul style="list-style-type: none"> ▪ Increase in IT literacy ▪ Perceived red tape ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to assist in the delivery

Further information:

Karate already enjoys success with:

- Coaching accreditations
- Paper work applications

This strategy clearly targets:

- Increasing traditional opportunities
- Increasing levels of competition
- Transition between the above two items
- A referee and official’s development scheme
- Increased revenue streams from membership benefits

KPI 4-Coaches

To increase the number of NGB qualified coaches to 6,000 and to equate 3,000 to the new UKCC scheme by 2009

2005	2006	2007	2008	2009
4,000 EKGB qualified -	6,000 EKGB qualified 3,000 equated to UKCC	6,000 EKGB qualified 3,000 equated to UKCC	6,000 EKGB qualified 3,000 equated to UKCC	6,000 EKGB qualified 3,000 equated to UKCC

- Process of monitoring and evaluation:**
- Dual registration linked to frequency and level of coaching
 - Independently audited and monitored
 - Incentive based conversion
 - Proposal for on-line facility to register, monitor and evaluate membership
 - Paper overlap for 2006 and 2007 with all registrations on-line by 2008
 - Regular/monthly targets will be monitored

<u>Method of Assurance</u>	<u>Risk factors:</u>
<ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with local community development staff and strategies ▪ Availability of professional membership services via 'support unit' ▪ Creation of Karateka pathway linked to a LTADP for Karate ▪ Selection standardisation ▪ Increase in coaching opportunity ▪ Coaching positions linked to personal achievement and public raise in public profile ▪ Increased opportunity for success, retention and competition 	<ul style="list-style-type: none"> ▪ Increase in workload ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to assist in the delivery

- Further information:**
- Karate already enjoys success with:
- Increased coaching standards
 - Coaches who meet Government targets e.g. by age, gender and ethnicity
- This strategy clearly targets:
- Increased coaching opportunities
 - Regional coaching and development drive
 - Move towards the UKCC 5 tier framework

KPI 5- Volunteers

To produce a volunteer strategy by 2007

2005	2006	2007	2008	2009
No strategy in place and no records of any volunteers in place	To be researched and written	Role out programme to begin with pilot	New Strategy to be implemented	Ongoing work

Process of monitoring and evaluation:

- Research to be carried out
- The scheme should target a specific age range, provide opportunities on both a short and long term basis and allow access to support and training
- Resource assistance from Sport England and UK Sport
- Linked to clubs and associations via new strategy

<u>Method of Assurance</u>	<u>Risk factors:</u>
<ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with local community development staff and strategies ▪ Availability of professional membership services via 'support unit' ▪ Incentive based credibility ▪ Increased benefit specific to each individual ▪ Continual Professional Training supported by the EKGB ▪ Increase in Karate based publicity and profile ▪ Development of quarterly magazine will assist in this delivery and increase numbers ▪ <u>Locate community Sport workers in the community</u> 	<ul style="list-style-type: none"> ▪ Increase in workload ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to assist in the delivery

KPI 6-International Success

To systematically progress up the medal table at each of the following international competitions

Men (seniors)	2005	2006	2007	2008	2009	2010
<u>Kumite Possible 8 medals</u>	European Championships 2 medals 1 top 5 2 top 10	European Championships 3 medals 1 top 5 1 top 10	European Championships 3 medals 2 top 5 1 top 10	European Championships 4 medals 2 top 5 1 top 10	European Championships 4 medals 2 top 5 2 top 10	European Championships 5 medals 2 top 5 1 top 10
	Commonwealth Championships 6 medals 2 top 5	World Championships 3 medals 2 top 10 Commonwealth Games ? top medals & ? top 10	Commonwealth Championships 7 medals 1 top 5	World Championships 4 medals 1 top 5 2 top 10	Commonwealth Championships 8 medals	World Championships 4 medals 2 top 5 1 top 10 Commonwealth Games ? medals ? top 10
<u>Kata Possible 2 medals</u>	European Championships 1 top 10	European Championships 1 top 8 (quarter finals)	European Championships 1 top 5	European Championships 1 medal 1 top 16	European Championships 1 medal 1 top 8	European Championships 1 medal 1 top 8
	Commonwealth Championships 2 medal	World Championships - Commonwealth Games ? medal	Commonwealth Championships 2 medal	World Championships 1 top 10	Commonwealth Championships 2 medal	World Championships 1 top 8 Commonwealth Games ? medals ?
Women	2005	2006	2007	2008	2009	2010
<u>Kumite Possible 5 medals</u>	European Championships 1 medals 1 top 5 1 x top 10	European Championships 1 medals 2 top 5 1 top 10	European Championships 2 medals 1 top 5 1 top 10	European Championships 2 medals 1 top 5 1 top 10	European Championships 3 medals 1 top 5 1 top 10	European Championships 3 medals 1 top 5 1 top 10
	Commonwealth Championships 5 medals	World Championships 1 medal 1 top 5 1 top 10 Commonwealth Games ? medal	Commonwealth Championships 5 medals	World Championships 2 medals 1 top 5 1 top 10	Commonwealth Championships 5 medals	World Championships 2 medals 2 top 5 1 top 10
<u>Kata Possible 2 medals</u>	European Championships -	European Championships 1 top 16 (through the 1st round)	European Championships 1 top 10	European Championships 1 top 8	European Championships 1 top 5 1 top 16	European Championships 1 medal 1 top 8
	Commonwealth Championships 2 medals	World Championships - Commonwealth Games ? medal	Commonwealth Championships 2 medals	World Championships 1 top 16 (through the 1 st round)	Commonwealth Championships 2 medals	World Championships 1 top 8

N.B. Each level will naturally reach a plateau where the results will be maintained through consistent achievement

Senior Male Kumite Categories, -60k, -65k, -70k, -75k, -80k, +80k, Open and Team

Senior Male Kata Categories, Individual and Team

Senior Female Kumite Categories, -53k, -60k, +60k, Open and Team

Senior Female Kata Categories, Individual and Team

KPI 6-International Start & Stay

To systematically progress up the medal table at each of the following international competitions

Men (Juniors)	2005	2006	2007	2008	2009	2010
<u>Kumite Possible</u> <u>7 medals</u>	European Championships 0 medal 1 top 5 1 top 10	European Championships 1 medals 2 top 5 2 top 10	European Championships 2 medals 2 top 5 2 top 10	European Championships 3 medals 2 top 5 1 top 10	European Championships 3 medals 2 top 5 1 top 10	European Championships 4 medals 2 top 5 1 top 10
	World Championships 1 medal 1 top 5 2 top 10	Commonwealth Games	World Championships 2 medals 2 top 5 1 top 10		World Championships 3 medals 2 top 5 1 top 10	Commonwealth Games
<u>Kata Possible</u> <u>2 medals</u>	European Championships 1 top 5	European Championships 1 top 5	European Championships 1 medal	European Championships 1 medal 1 last 16	European Championships 1 medal 1 last 8	European Championships 1 medal 1 last 8
	World Championships -	Commonwealth Games	World Championships 1 last 16		World Championships 1 last 8	Commonwealth Games
Women	2005	2006	2007	2008	2009	2010
<u>Kumite Possible</u> <u>4 medals</u>	European Championships 1 top 5 1 top 10	European Championships 1 medal 1 top 5	European Championships 1 medals 1 top 5 1 top 10	European Championships 2 medals 1 top 10	European Championships 2 medals 1 top 5 1 top 10	European Championships 3 medals 1 top 5
	World Championships 1 top 5 1 top 10	Commonwealth Games	World Championships 1 medals 1 top 5 1 top 10		World Championships 2 medals 1 top 5 1 top 10	
<u>Kata Possible</u> <u>2 medals</u>	European Championships 1 top 5	European Championships 1 top 5	European Championships 1 medal	European Championships 1 medal 1 last 16	European Championships 1 medal 1 last 8	European Championships 1 medal 1 last 8
	World Championships -	Commonwealth Games	World Championships 1 last 16		Worlds Championships 1 last 8	Commonwealth Games

N.B Each level will naturally reach a plateau where the results will be maintained through consistent achievement

Junior Male Kumite Categories, -60k, -65k, -70k, -75k, -80k, +80k and Team

Junior Male Kata Categories, Individual and Team

Junior Female Kumite Categories, -53k, -60k, +60k and Team

Junior Female Kata Categories, Individual and Team

KPI 6-International Start & Stay

To systematically progress up the medal table at each of the following international competitions

Men (Cadets)	2005	2006	2007	2008	2009	2010
<u>Kumite Possible 5 medals</u>	European Championships 3 medals 1 top 5	European Championships 2 medals 1 top 5 1 top 10	European Championships 2 medals 2 top 5 1 top 10	European Championships 3 medals 1 top 5 1 top 10	European Championships 3 medals 1 top 5 1 top 10	European Championships 4 medals 1 top 5
	World Championships 1 medals 1 top 5 2 top 10 Common Wealth 3 Medals 2 top 5	Commonwealth Games	World Championships 2 medals 1 top 5 2 top 10 Common Wealth 4 Medals 1 top 5		World Championships 2 medals 2 top 5 1 top 10 Common Wealth 5 Medals	Commonwealth Games
<u>Kata Possible 2 medals</u>	European Championships 1 top 8	European Championships 1 top 5	European Championships 1 medal	European Championships 1 medal 1 last 16	European Championships 1 medal 1 last 8	European Championships 1 medal 1 last 8
	World Championships -	Commonwealth Games	World Championships 1 last 16		World Championships 1 last 8	Commonwealth Games
Women	2005	2006	2007	2008	2009	2010
<u>Kumite Possible 3 medals</u>	European Championships 1 medal	European Championships 1 medals 1 top 5	European Championships 1 medal 1 top 5 1 top 10	European Championships 2 medals 1 top 10	European Championships 2 medals 1 top 5	European Championships 2 medals 1 top 5
	World Championships 1 medal Common Wealth 2 Medals 1 top 5	Commonwealth Games	World Championships 1 medal 1 top 5 Common Wealth 3 Medals		World Championships 2 medal 1 top 10 Common Wealth 3 Medals	Commonwealth Games
<u>Kata Possible 2 medals</u>	European Championships 1 top 8	European Championships 1 top 5	European Championships 1 medal	European Championships 1 medal 1 last 16	European Championships 1 medal 1 last 8	European Championships 1 medal 1 last 8
	World Championships -	Commonwealth Games	World Championships 1 last 16		World Championships 1 last 8	Commonwealth Games

N.B Each level will naturally reach a plateau where the results will be maintained through consistent achievement

Cadet Male Kumite Categories, -60k, -65k, -70k, -75k, +75k

Cadet Male Kata Categories, Individual and Team

Cadet Female Kumite Categories, -51k, -57k, +57k,

Cadet Female Kata Categories, Individual and Team

<p><u>Process of monitoring and evaluation:</u></p> <ul style="list-style-type: none"> ▪ Effective leadership ▪ Modernised NGB with specific coaching staff and performance related strategy ▪ Creation of Karateka pathway linked to a LTADP for Karate ▪ Standardisation of selections, event and competition management ▪ Introduction of performance related events ▪ Development of new testing protocols ▪ Implementation of talent identification and nurturing programmes ▪ Use of Regional and national Academies ▪ Introduction of a ranking and seeding structure
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<p><u>Method of Assurance</u></p> <ul style="list-style-type: none"> ▪ Increase level of competition ▪ Introduction of performance related events ▪ Links to LTAD planning ▪ The implementation of a new dual periodisation format ▪ Use of Regional and national Academies ▪ Introduction of a ranking and seeding structure ▪ Performance planning 	<p><u>Risk factors:</u></p> <ul style="list-style-type: none"> ▪ Perceived increase in training ▪ Lack of competition funding for the athlete ▪ Failure to endorse the product ▪ Lack of promotion ▪ Failure to deliver programmes ▪ Lack of support from associations and clubs ▪ Perceived loss of control from head of association
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<p><u>Further information:</u></p> <p>Karate already enjoys success with:</p> <ul style="list-style-type: none"> ▪ International Events/Championships ▪ Recognition on the Worlds stage <p>This strategy clearly targets:</p> <ul style="list-style-type: none"> ▪ New pathway routes ▪ Standardised competition ▪ Central bases to deliver high level coaching ▪ New testing protocols
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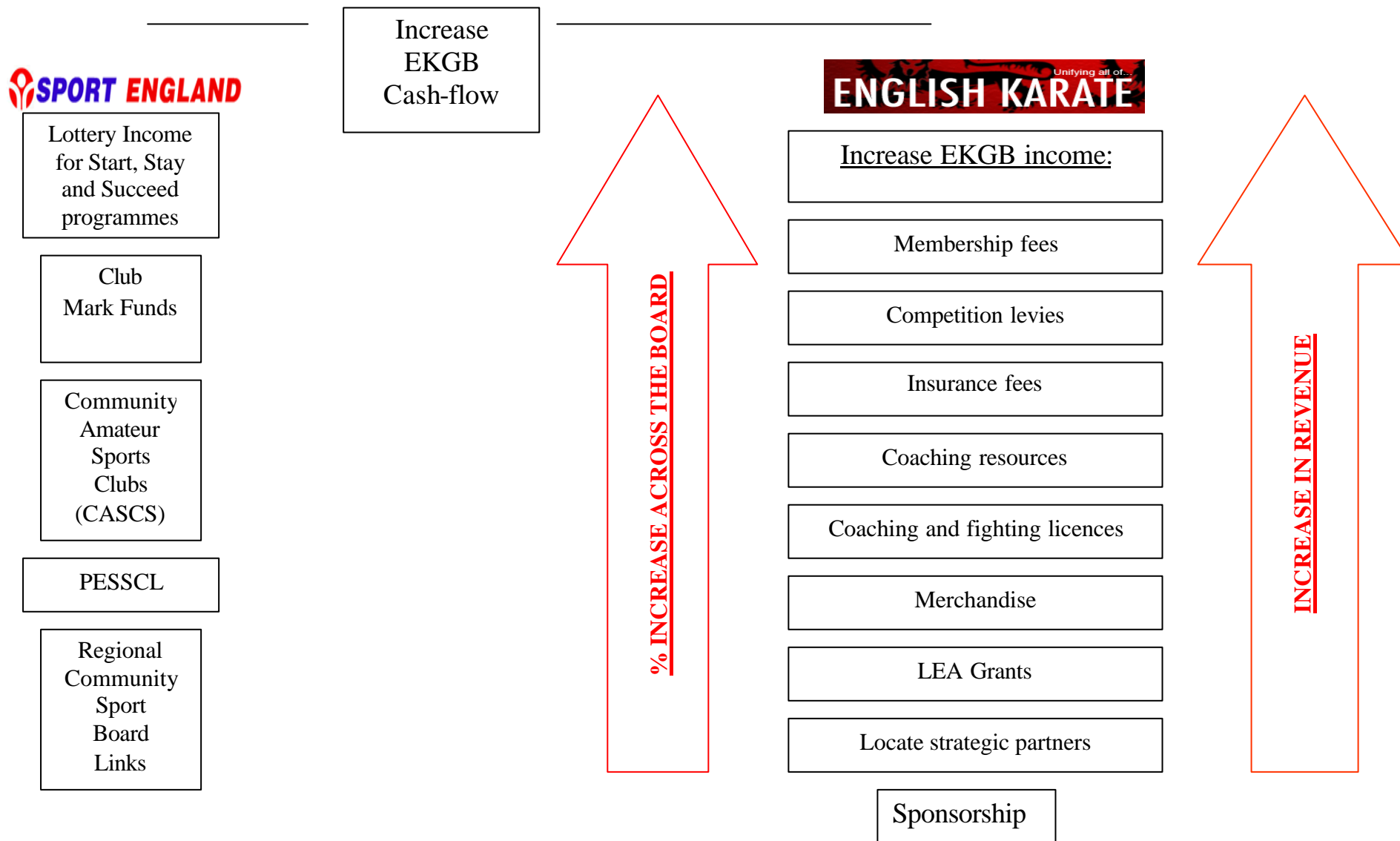
A STRATEGIC PLAN FOR ENGLISH KARATE

7. Critical Success Factors:

These factors in particular have been taken from the working groups which have assisted in the drafting of this document:

<u>#</u>	<u>Critical Success Factor:</u>	<u>Current Standing:</u>	<u>Observations:</u>
1	An appropriate management structure must be delivered	To be implemented in 2005	
2	Key appointments should be made through an open recruitment policy	To be implemented in 2005	
3	Clearly defined management lines must be implemented to enhance communication and reporting procedures	To be implemented in 2005	
4	Transparent policies should be implemented across the organisation	To be implemented in 2005	
5	To provide services to assist clubs and associations with a variety of financial structures and functions	To be implemented in 2005	
6	All governance documents should be legal and up to date. They should include the following priorities: i. Health ii. Inclusion iii. etc	To be implemented in 2005	
7	To develop a National Strategy for developing key stakeholders within the sport	To be implemented in 2005	
8	Effective growth within the commercial sector	To be implemented in 2005	
9	Increase in profile and brand development	To be implemented in 2005	
10	More consistency of coaching accreditation and better opportunities for a coaching pathway	To be implemented in 2006	
11	Increase in pathway opportunities for athletes, coaches and administrators	To be implemented in 2006	
12	Specific focus on the traditional element of the sport	ongoing	
13	Development of quality assurances	To be implemented in 2005	
14	Provision of written communications on a frequent and regular basis (postal or electronic)	To be implemented in 2005	
15	Talent Identification, selection and nurturing process	To be implemented in 2005	
16	A relevant and progressive structure of competition	To be implemented in 2006	
17	Event Management and standardised criteria assessment	To be implemented in 2006	
18	EIS Support- i. APA Start award ii. APA Stay award iii. APA Succeed award iv. Sporting needs/rationale award	2004 received	2005 pending
19	The development of a National Development Strategy	To be implemented in 2006	

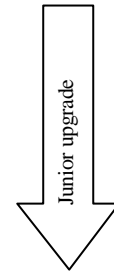
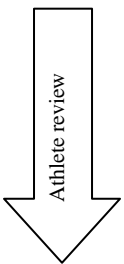
Financial Stability:



Success Programme:

Example of a new type of Periodisation and Competition Chart 2006

2004		
Jan		
Feb		
Mar		
Apr		
May		
Jun		
Jul		
Aug		
Sept	Invitation Selection 1 Squad Selection Squad Training Golden League	Ranking Comp Germany
Oct	Invitation Selection 2 Squad Review Squad Training	Ranking Comp
Nov	Invitation Selection 3 Squad Review Squad Training Pre-Camp World Champs Active Recovery	Ranking Comp Seniors
Dec	Squad Training Silver League EKGB Champs	Venice



2005	<u>Double Periodisation</u>	
Jan	Open Selection 1 Golden League Squad Training	Ranking Comp France
Feb	European Champs Active Recovery	Juniors
Mar	Open Selection 2 Golden League	Ranking Comp Holland
Apr	Golden League	Italy
May	European Champs Open Selection 3	Seniors Ranking Comp
Jun	Squad Training	
Jul	Open Selection 4 Squad Training Pre-Camp	Ranking Comp
Aug	Commonwealths Active recovery	Seniors
Sept	Open Selection 5 Golden League	Ranking Comp Germany
Oct	BKF Champs	
Nov		
Dec	Silver League EKGB Champs	Venice

2006	<u>Double Periodisation</u>	
Jan	Invitation Selection 1 Squad Training Golden League	Ranking Comp France
Feb	Pre-Camp European Champs	Seniors
Mar	Invitation Selection 2 Golden League	Ranking Comp Holland
Apr	Golden League	Italy
May	Invitation Selection 3	Ranking Comp
Jun		
Jul	Invitation Selection 4	Ranking Comp
Aug		Ranking Comp
Sept	Invitation Selection 5 Golden League	Ranking Comp Germany
Oct	Squad Training Pre-Camp BKF Champs	
Nov	World Champs	Seniors
Dec	Silver League EKGB Champs	Venice

Ranking and seeding system

The theory behind a new ranking system is simply to prevent the better Karateka from competing against each other in the early rounds of a competition and to provide for a more meaningful and accessible opportunity to progress.

The ranking system should provide regular and positive information about karate athletes whilst simultaneously promoting the competition structure of within the UK and affiliated national federations.

These EKGB rankings will enable the sport of Karate to reach new audiences and attract new supporters by providing the public with the opportunity to identify, simply and precisely with the best karate athletes in England.

This type of ranking and seeding structure however must be implemented along side an accredited and progressive competition structure each year. This structure will be implemented in line with new monitoring and evaluation protocols set out below. This refers to the planning and management self assurance section on page 35.

During the transitional year of 2005 the athletes would compete in 5 accredited EKGB events. The following ranking points would be available:

1 st place	-	6 points
2 nd place	-	4 Points
3 rd place	-	2 points
5 th place	-	1 point

After each event the athlete with the highest ranking points would be the number 1 seed

This form of seeding will increase competition numbers, increase the overall standard and ensure that every athlete has a fair, transparent and equal opportunity to get selected.

These ranking events will be open competitions for 2005 but in 2006 they will become 'invitation' only events as this will follow the successful implementation of the following initiatives:

- i. New testing protocols
- ii. Regional development initiatives
- iii. Talent identification and nurturing programmes
- iv. New competition formats
- v. Increased standardisation
- vi. An established ranking system

Competitions and athletes:

BKF Champs (British Karate Championships)
Selected invitation only

EKGB Champs (National Governing Body Championships)
Open selection

Open Selection
Any athlete may attend the event

Invitation Selection
Only selected athletes are able to attend the event and selection will be made by the newly formed National Coaching Unit

Golden League
A recognised level of competition for members of the National Training Squad

Silver League
A recognised level of competition for members of the Stay Squad

World Championships, European Champs & Commonwealths
A recognised level of competition for members of the National Training Squad



Kumite Assessment:

Personal details:
Name of player
Date

Age	Style	Opposition
Physique	Association	Standard of competition

<u>Kumite Protocols:</u>	1	2	3	4	5
Stance	Short	Long	Crouched	Rigid	Multi
Versatility	Left Stance	Right Stance	Counter Attack	Multi Attack	Multi Defence
Creativity	Creates an opening	Executes a combination	Adaptable	Pulling ability	Changes attack
Counter Techniques	Fast feet	Evasive qualities	Mobile	Reaction	Speed of counter
Distance	Short space	Long space	Space creation	Closing down space	Use of area
Ring Craft	Use of Dojo	Patience	Control of situation	Dictates the fight	
Use of skills	Punch	Kick	Throw	Block	Combination
Fitness indicators	Aerobic capacity	Power	Agility	Coordination	Peripheral vision
<u>Personal qualities:</u>					
Positive attitude	Strong willed	Aggressive	Shows character	Looking for next action	
Balance	On left foot	On right foot	Both feet	Agility	
Mental toughness	Concentration	Not distracted	Focused before fight	Wins from posing position	
X Factor	Desire	Winning attitude			

Effective strengths	1 Genuine strength	2 Young and powerful	3 Reads the game well for a youngster	4 Physically fit
Workable weaknesses	1 Weak defender	2 Lacks concentration	3 Needs to increase physical stature	4 Needs coaching advice
Additions	1 Excellent positional skills	2	3	4

8. Financial investment:

				April 2006-07	April 2007-08	April 2008-09	April 2009-10	Total
				Year 1	Year 2	Year 3	Year 4	
Total Estimated Expenditure:								
1	Start costs							
1	Director of Development	Full-time						
2	Support Liaison Manager	Full-time						
3	Junior Head Coach	Part-time						
4	Talented & Gifted workshops	-						
5	Sub regional competitions	-						
7	Coach Education resource packs	-						
8	Coach Education seminars and training	-						
9	Karate Coach tutors and verifiers	-						
10	Referee and development camps	-						
11	Referee and development seminars	-						
12	NGB forums	-						
13	EKGB Quarterly Bulletin	-						
2	Stay costs							
1	3 x Regional Development Officers	Full-time						
2	3 x Regional Head Coaches (hourly rate)	contract						
3	Regional competition	-						
4	Satellite Centres	-						
5	Regional Academies	-						
6	Cadets 16-17 competition programme	-						
3	Succeed costs							
1	National Head Coach	Full-time						
2	National Academy	-						
3	Major Championships-Juniors	-						
4	Major Championships-Seniors	-						
5	Elite Coach Education resource packs	-						
6	Competition costs							
4	Specific staff:							
1	Chief Executive Officer	Full-time						
2	Performance Director	Full-time						
3	Coach Education Manager	Part-time						
4	Consultant Kata Coach	Contract						
6	Female Head Coach	Part-time						
7	Administration Manager	Full-time						
8	General Administration Assistant	Part-time						
9	Chief Referee	Part-time						
	Total							
5	APA Start awards							
6	APA (D) Stay awards							
7	APA Succeed awards (C) Sporting needs/rationale award							
	APA Succeed awards (B) Sporting needs/rationale award							
	Total APA							
8	Event Management opportunities							
	Total Expenditure							
	Total Estimated Income:							
1	Commercial sponsorship							
2	Membership fees-£? per member							
3	Additional subscription fee in return for new benefits							
4	Club and Association insurances							
5	Coaches licences							
6	Competition levies							
7	Fighter licences							
8	Reserve							
	Total Income							
	Shortfall							
	Funding Per Annum							

N.B The shortfall will reduce as KPI's 1,2 and 3 are achieved

BREAKDOWN OF SPECIFIC COSTS

A STRATEGIC PLAN FOR ENGLISH KARATE

Start Costs:

		Status	Per Annum
4	Talented & Gifted workshops- Part-time coaches funded -	Part-time (hourly rate)	
5	Sub regional competition 9 regions		
7	Coach Education resource packs	-	
8	Coach Education seminars and training-CPD for instructors	-	
9	Karate Coach tutors and verifiers	Part-time (hourly rate)	
10	Referee and development camps Hire costs Part-time referee assistants funded	-	
11	Referee conferences and development seminars	-	
12	NGB forums-standardisation, development and performance seminars (integration lectures)	-	
13	EKGB Quarterly Bulletin £? per quarter	-	

Stay Costs:

		Status	Per Annum
1	3 x Regional Development Officers	Full-time	
2	3 x Regional Head Coaches	Part-time (hourly rate)	
3	Regional competition 3 regions x £1,500 hall hire (including spectator seating)		
4	Satellite Centres Hire costs of £134 (2 hour session including weights room) x 12 = £1,608 plus x 3 regions = £4,824 Part-time coaches funded -£15 per hour 12 x 2 hours x 2 staff = £720 x 3 regions = £2,562	-	
5	Regional Academies Hire costs of £134 (2 hour session including weights room) x 12 = £1,608 plus x 3 regions = £4,824 Part-time coaches funded -£15 per hour 12 x 2 hours x 2 staff = £720 x 3 regions = £2,562	-	
6	Cadets 16-17 competition programme-travel costs	-	

Succeed Costs:

		Status	Per Annum
2	National Academy Hire costs of £416 (8 hour session –over a weekend including weights room) Accommodation of £36.65 x 20 = £733 Meals £5 per head x 20 x 4 = £400 Total = £1,549 x 4 =	-	
6	Competition costs £6,000 per Golden and Silver League x 8 (4 of each) = £48,000 £30,000 for all domestic Blue Ribbon events 5 x Ranking and seeding championships	-	

EKGB funded operations:

1	Commercial Director		Self funding
2	Office hire		
3	All equipment and tournament leisure wear		
	Total		

N.B Academy costs based on Loughborough campus rates and Taekwondo National centre rates

9. Planning and Management-Self assurance:

In readiness for the Sport England Annual Assurance Process being implemented and rolled out to every National Governing Body-This Whole Sport Strategic Plan will adhere to the current pilot process and work towards the National strategy from April 2006.

This system will be linked to the new interactive services which will be provided by the inter and intranet services outlined within this document.

Essentially, this system will provide an annual assurance statement which illustrates the adequacy and effectiveness of the NGBs policies, procedures, internal controls and strategy implementation.

Each of the statements outlined below will be directly linked to the measuring and monitoring of specific outcomes which can be found in the appendix-Sport England's Annual Assurance process:

1. Corporate Governance and Risk Management	
Operated within an effective corporate governance framework and managed key risk areas successfully	
2. Strategic Planning	
Planned and delivered key objectives in accordance with the strategic plan	
3. Financial Management	
Operated a sound system of financial management including planning, policies, controls and reporting	
4. Human Resources	
Managed employees and key volunteers in accordance with employment legislation and best practice management principles	
5. Organisational Policy	
Ensured that policies required by legislation, government or best practice have been implemented	