



# Strategic Plan

2021 – 2024



# From the President

Judo ACT is pleased to present our strategic plan for 20201 to 2024, which has been developed following consultation with key stakeholders.

Our newly defined purpose is:

## TO LEAD THE GROWTH AND SUCCESS OF JUDO IN THE ACT

This statement sharpens our focus as an organisation with a view to ensuring we:

- grow our participation footprint by offering contemporary opportunities that complement the existing club, association and state participation and competition frameworks
- provide support to our next generation players
- drive the promotion and awareness of Judo ACT through the delivery of top class events
- increase our engagement with the Judo community and the many who volunteer their time
- operate a governance and business model that is efficient, cost effective and delivers value
- operate with high levels of integrity by providing a safe sport for everyone to enjoy and be proud of.

Throughout the process, this purpose statement has remained top of mind. Along with our values of Leadership; Integrity; Excellence and Inclusion we have endeavoured to think very carefully about the long term to ensure Judo is a sport of choice.

The next four years will be a unique and exciting time for Judo.

This plan includes the critical steps to ensure Judo has a firm platform for the future. While we will be making changes in a number of areas, we intend to build on the good foundation work that has been delivered in the past. There are a number of risks and implementation is contingent on a number of resources and staffing appointments.

As the State body, the remit of Judo ACT will continue to be one of governing the sport, growing the sport and leading high performance. Six strategic priorities have been identified as our main areas of focus. These priorities will sit alongside our underpinning responsibilities that when combined, will form the basis of our work.

Strategic priorities are listed below and outlined in more detail later in this plan.

### Our Strategic Priorities:



1. **Improve participant recruitment and retention**



2. **Ensure elite development**



3. **Enhance our events**



4. **Increase the visibility of Judo ACT**



5. **Enhance the digital experience**

In formulating the Strategic Plan, Judo ACT recognises that we are part of the broader sporting ecosystem. As described in Sport 2030 (the Federal Government's National Sports Plan), Judo ACT also considers lifelong physical activity for all Australians to be of critical importance. We endorse and support Sport Australia's vision 'for Australia to be the world's most active sporting nation, known for its integrity, sporting success and world leading sports industry'. As a gender-inclusive sport, Judo is well positioned to play our part in supporting this aspiration.

Judo ACT welcomes your engagement and support in the delivery of this plan so that together we can grow our sport and ensure that Judo continues to be practised widely.

**Luis Val**  
President, Judo ACT



# Our Purpose | Our Values

## TO LEAD THE GROWTH AND SUCCESS OF JUDO IN THE ACT

Judo is a sport played across Australia, from the city to the country, equally by men and women, boys and girls.

The sport of Judo is a welcoming, family friendly and inclusive sport and we will continue to fully embrace existing and new players, coaches, officials, volunteers and others.

Enjoyment in participation is central and underpins how we operate.

We also strongly believe that every participant should have the opportunity to strive to achieve their personal aspirations as a player, coach, official or volunteer.

### Our Values:



Leadership



Integrity



Excellence



Inclusion

### Our values are central to our way of working. At Judo ACT we will:

- continue to **LEAD** by working collaboratively with our stakeholders
- operate with **INTEGRITY** in all areas of our work by placing the best interests of Judo in ACT at the centre of decisions
- pursue **EXCELLENCE** both on and off the mat (tatami)
- **INCLUDE** and welcome any person who wants to engage in, and enjoy, our wonderful sport.





## STRATEGIC PRIORITY 1: Improve participant recruitment and retention

Participant retention is an ongoing challenge that is underpinned by a variety of factors.

The increased visibility of other sporting options, together with contemporary and more flexible sport / participation models provide a changing landscape for Judo to navigate.

We will explore ways to ensure we are positioned to respond effectively by delivering flexible participation opportunities, particularly at the local level, including school programs. To help inform our decisions regarding participation, we will undertake a targeted approach to further understand those participation segments that are considered to be at risk.

Moving forward, we will get deeper insights into the needs and the life cycle of judo participants to develop solutions to keep our people engaged across different life stages.

We also plan to develop re-engagement opportunities for our lapsed participants, coaches, volunteers and officials who still identify as part of the Judo family.

### WHAT WE ARE GOING TO DO

Deliver practical, evidenced based and commercially viable opportunities to start, play and stay engaged with Judo.

### HOW WE ARE GOING TO DO IT

#### 1.1 Generate insights on participant behaviour to keep our Judo family engaged

- Establish complete baseline data for participation levels in 2020
- Develop insights from exit survey, engagement survey, and other sources
- Review the participation / competition calendar to consider factors impacting participation

#### 1.2. Explore contemporary models for engaging new / re-engaging lapsed players, officials and coaches

- Complete analysis of recreational product offerings
- Co-design with identified 'at-risk' segments to develop new participation experiences
- Design and develop a national coaching development plan
- Design and develop a national officiating development plan

#### 1.3 Enhance the junior Judo experience

- Position judo program kids programs to maximise delivery across the ACT
- Expand Judo footprint in ACT schools

#### 1.4 Female Initiatives

- Determine the interests and motivation of women currently involved in the sport to develop and offer suitable and desirable women's events and participation levels
- Provide focus and resources to increase the number of females registering in the sport

#### 1.5 Masters / Veterans Initiatives

- Increase the number of events for or including opportunities for Veterans

### HOW WE WILL MEASURE SUCCESS

- Increase the combined total participation across all categories by 5% by 2022
- Grow all forms of pre-junior participation programs by 50% by 2022
- Increase the percentage of recreational judo participants to at least 5% of total participants by 2022
- Reduce annual membership churn rate by 3% by 2022
- Increase the number of accredited and active coaches and officials by 15% by 2022





## STRATEGIC PRIORITY 2: Ensure sustained national success

Traditionally, ACT elite players have been the nation's best with Olympians and ACT players representing Australia and performing admirably at major international events. However, recent past performances have tapered off. The development and wellbeing of next generation players will be an area of focus moving forward. Judo ACT will support our best players across their career, including transitioning into state and national quads. This will be supported with improved player support models that extends deeper into the player pathway.

Coaching and the ongoing development of our high performance coaching workforce is also recognised to be an important area.

We will endeavour to ensure that aspiring coaches are provided with the best opportunities possible to enhance and develop their coaching capabilities.



### WHAT WE ARE GOING TO DO

Deliver a structured development model that ensures that selected future competitors are competitive and consistently ranked at the Australian Internationals and National Championships.

### HOW WE ARE GOING TO DO IT

#### 2.1 Develop a high performance operating model

- conduct analysis of high performance operating model
- implementation of the high performance operating model
- improve support for club athletes through increased exposure to ACT State Coaches to ensure structured and monitored training
- promote and prepare identified athletes through an annualised 2 year talent identification and training program
- investigate the establishment of an annual State Squad training centre to provide elite and developing players a dedicated training centre environment

#### 2.2 Implement an athlete wellbeing framework throughout the performance pathway programs

- implement an athlete wellbeing and engagement framework
- development of personal programs for all pathway players

#### 2.3 Define the high performance coaching pathway

- Develop succession plan for State coaches
- Introduce targeted development programs for identified coaches

### HOW WE WILL MEASURE SUCCESS

- tbc medals at the 2022, 2023 and 2024 National Championships
- tbc medals at the 2022, 2023 and 2024 NES Internationals
- high performance operating model analysis completed by June 2021 with agreed changes implemented from January 2022





## STRATEGIC PRIORITY 3: Enhance our events

Judo ACT has been staging the Canberra International Judo Championships for many many years and this is considered by many to be the best International Judo tournament of the year and only second to the pinnacle event of the Judo Nationals.



### WHAT WE ARE GOING TO DO

Ensure a sustainable, effective and efficient structure and system is in place to provide a framework for succession planning.

### HOW WE ARE GOING TO DO IT

#### 3.1 Generate Technical Development to increase the number of officials to support the tournament system

- Devise initiatives to increase the number of referees to meet and support the Tournament system
- Improve the retention rate for referees
- Conduct interactive workshops to provide practical training at all levels
- Increase in tournament opportunities, interclub shiais, to benefit training and development opportunities for referees

#### 3.1 Enhance the Tournament Committee to enable succession planning that supports the tournament system

- Tournament Committee to provide education and guidance for running a tournament, as well as build policies and resources to support tournaments of all sizes
- Provide leadership and guidance to tournament event officials

### HOW WE WILL MEASURE SUCCESS

- Increase the number of officials to support the tournament system
- The Canberra international continues to grow





## STRATEGIC PRIORITY 4: Increase the visibility of Judo ACT

Judo ACT has a rich tradition in the Canberra region and we have an accessible sport that can be played across all ages, with a gender-inclusive profile. However, our low visibility impacts on our capacity to provide compelling commercial propositions to enable us to grow our sport in the way we would like.

**We plan to build the profile of our sport and tell our story to more people. Our communications strategy will be underpinned by the strength of our storytelling.**

**User generated content will feature more prominently as we want to encourage more people to share their stories, including our high performance players, club participants, coaches and officials**



### WHAT WE ARE GOING TO DO

Position Judo to increase awareness that will help grow the sport

### HOW WE ARE GOING TO DO IT

#### 3.1 Implement engaging and personalised communications using contemporary platforms and practices

- Deliver platforms that encourage and enable user-generated content from the Judo community
- Celebrate the achievements of elite players, grassroots players, volunteers, coaches and officials
- Utilise media platforms to expand reach and relevance
- Re-engage past players to enrich the history and share achievements

#### 3.2 Develop media partnerships

Build partnerships with key media groups

#### 3.3 Deliver commercially-viable events to enable broader engagement with Judo

- Maximise the promotion of the Canberra International Judo Tournament
- Consider new and commercially viable events and competitions that enhance the visibility and awareness of Judo.

### HOW WE WILL MEASURE SUCCESS

- Development of a communication strategy by December 2021
- Audience engagement through media monitoring is increased by 50% by 2022





## STRATEGIC PRIORITY 5: Enhance the digital experience

JUDO ACT has some ground to make up in the digital space if we want to deliver the right products, services and content to the right people at the right time. We recognise that we will have to make changes to our current systems do meet the future requirements of the Judo community.



### WHAT WE ARE GOING TO DO

Provide a contemporary, whole of sport digital platform that increases engagement, delivers commercial growth, improves retention and achieves business efficiencies

### HOW WE ARE GOING TO DO IT

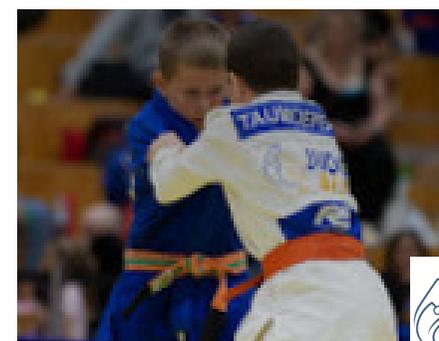
#### 5.1 Implement Customer Relationship Management (Revolutionise) system

- Understand customer needs through needs analysis
- Generate clean data to inform decision making
- Embed data generation across all systems



### HOW WE WILL MEASURE SUCCESS

- Refreshed online presence launched by June 2021
- Whole of sport Revolutionise solution implemented by December 2021
- tbc % growth in engagement level across our digital platforms by 2022



# JUDO ACT | 4 Year Strategic Plan 2020 – 2024

Our Purpose  
**TO LEAD THE GROWTH AND  
 SUCCESS OF JUDO IN THE  
 ACT**

## Key Issues

 Improve participant recruitment & retention	 Ensure sustained national success	 Enhance our events	 Increase the visibility of Judo ACT	 Enhance the digital experience
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## What we are going to do

Deliver practical, evidenced based and commercially viable opportunities to start, play and stay engaged with Judo.	Deliver a structured development model that ensures that selected future competitors are competitive and consistently ranked at the Australian Internationals and National Championships.	Ensure a sustainable, effective and efficient structure and system is in place to provide a framework for succession planning.	Position Judo to increase awareness that will help to grow the sport.	Provide contemporary, whole of sport digital platform that increases engagement, delivers commercial growth, improves retention and achieves business efficiencies.
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## How are we going to do it

<ul style="list-style-type: none"> <li>• Generate insights on participant behaviour to keep our Judo family engaged</li> <li>• Explore contemporary models for engaging new/re-engaging lapsed players, officials and coaches</li> <li>• Enhance the junior Judo experience</li> <li>• Female Initiatives</li> <li>• Masters/Veterans Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a high performance operating model</li> <li>• Implement an athlete wellbeing framework throughout the high performance pathway programs</li> <li>• Refine the high performance coaching pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Generate Technical Development to increase the number of officials to support the tournament system</li> <li>• Enhance the Tournament Committee to enable succession planning that supports the tournament system</li> </ul>	<ul style="list-style-type: none"> <li>• Develop media partnerships</li> <li>• Implement engaging and personalised communications using contemporary platforms and practices</li> <li>• Deliver commercially-viable events to enable broader engagement with Judo</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Customer Relationship Management (Revolutionise) system</li> </ul>
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## How we will measure success

<ul style="list-style-type: none"> <li>• Increase the combined total participation across all categories by 5% by 2022</li> <li>• Grow all forms of pre-junior participation programs by 50% by 2022</li> <li>• Increase the percentage of recreational Judo participants to at least 5% of total participants by 2022</li> <li>• Reduce annual membership churn rate by 3% by 2022</li> <li>• Increase the number of accredited and active coaches and officials by 15% by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• tbc medals at the 2022, 2023 and 2024 National Championships</li> <li>• tbc medals at the 2022, 2023 and 2024 NES Internationals</li> <li>• high performance operating model analysis completed by June 2021 with agreed changes implemented from January 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Goal: Increase the number of officials to support the tournament system</li> <li>• The Canberra International continues to grow</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a communication strategy by December 2021</li> <li>• Audience engagement through media monitoring is increased by 50% by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed online presence is relaunched by June 2020</li> <li>• Whole of sport Revolutionise solution implemented by December 2020</li> <li>• tbc growth in engagement level across our digital platforms by 2022</li> </ul>
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### OUR VALUES



Leadership



Integrity



Excellence



Inclusion

