

JUDO FEDERATION OF AUSTRALIA A.C.T. INC.

COMBINED STRATEGIC AND OPERATIONAL PLAN FOR THE SPORT OF JUDO IN THE A.C.T. 2015 - 2019

JFA ACT Inc Strategic/Operational Plan for the sport of Judo in the ACT 2015-2019

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Glossary of Terms

ACRONYMS

ASC	Australian Sports Commission
ASADA	Australian Sports Anti-Doping Authority
JFA Inc	Judo Federation of Australia Inc
JFA ACT Inc	Judo Federation of Australia (Australian Capital Territory) Inc
KPA	Key Performance Area's
NCAS	National Coaching Accreditation Scheme

JFA ACT INC. – OUR VISION

The vision of JFA ACT Inc. is:

Judo ACT seeks to become Australia's leading Judo organisation through increased participation, continued outstanding performance and competitive excellence.

JFA ACT INC. – OUR MISSION

The JFA ACT Inc. is the governing body for Judo in the ACT. It is a member of the JFA Inc.

Our mission is:

"provide members with the opportunity to reach their potential in Judo."

The JFA ACT Inc. will achieve our mission by:

Providing proactive, innovative leadership in the sport of judo.

Managing the resources and members, both existing and new, with honesty and integrity.

Implementing challenging programs to develop JFA ACT Inc. judo at all levels.

Communicating information and services to members.

Developing effective infrastructure to ensure the ongoing development of the JFA ACT Inc.

Maintain membership and association with organisations beneficial to the development of the JFA ACT Inc.

Assist in the development of new clubs.

We seek to optimise the development and promotion of Judo for all participants at all levels. The JFA ACT Inc. will be pro-active, ethical, resourceful and professional in meeting its stakeholders needs and place emphasis on:

- Teaching Judo to or above the standard set by the JFA Inc.
- Providing fair competition and expecting exceptional standards of sportsmanship, and
- High participation rates that cater for all ages, genders and abilities.

JFA ACT INC. – WE VALUE

- Honesty and Trust
- Our members and their families
- Professionalism and integrity
- Personal achievement and self-belief
- The dedication and commitment of our athletes, coaches and officials
- The contribution that all volunteers make to the organisation
- Knowledge and life-experience
- The financial and other support given by the JFA INC., Sport and Recreation Services A.C.T.
- Our sponsors
- Assistance from media in promoting the sport
- Management of the facilities for supporting our programs

JFA ACT INC. - STAKEHOLDER GROUPS

Key Stakeholders:

Our Member Clubs: ANU Judo Club, Hill Sports Academy, Marist Judo Club, Ni Bonchi Judo Club, Olympia Judo Club, Yamaga Judo Club, Beyond Grappling Judo Club. Judo Federation of Australia Inc. (JFA INC.), Sport and Recreation Services A.C.T.

Other stakeholders:

Athletes, Coaches, Officials, Committees, Volunteers and Supporters, Sponsors, Territory Government Agencies, Local Community and Schools, Educational Institutions, Media.

KEY PERFORMANCE AREAS (KPA's) OF JFA ACT INC. BUSINESS

KEY PERFORMANCE AREA 1:

GOVERNANCE AND MANAGEMENT PERFORMANCE

OBJECTIVES:

1A: To continue to update and improve governance structures to meet best practice standards for sporting organisations

1B: To continue to refine planning and decision making to enhance JFA ACT Inc's capacity to act as a united State organisation

1C: To develop and support management resources to ensure achievement of JFA ACT Inc's objectives

1D: To ensure the JFA ACT is financially viable with increased government and sponsorship incomes including adequate reserves

1E: To improve management structures and systems to enable better risk management and compliance

1F: To improve the communication & consultation system with key stakeholders and develop compatible technology systems

1G: To achieve greater participation and influence at the national level

KEY PERFORMANCE AREA 2:

HIGH PERFORMANCE PROGRAMS

OBJECTIVES:

2.A: Sustained excellence in State Team performances with strong elite athlete pathways

2.B: Ensure JFA ACT Inc athletes operate within a drug free sport environment

2.C: Development all athletes and provide pathways for those who show potential to progress to elite levels

2.D: Provide pathways to Elite Coaching levels

2.E: Continued support of JFA ACT Inc. Excellence Training Centre.

**KEY PERFORMANCE AREA 3:
SPORT DEVELOPMENT**

OBJECTIVES:

3.A: To increase JFA ACT Inc. member base through providing increased opportunities to enjoy the sport of Judo

3.B: Encourage effective coach participation & education. Use the national programmes to develop & increase number of quality coaches at all levels

3.C: Provide effective participation, education and training program for officials at all levels of the sport to provide the highest quality officials to best support the athletes

3.D: Recognise & reward the valuable contribution of volunteers & encourage greater participation

3.E: Improved exposure & recognition of Judo in the media

**KEY PERFORMANCE AREA 4:
COMPETITIONS**

OBJECTIVES:

4.A: To provide a team to compete at the Australian Championships

4.B: To continue to grow the JFA ACT Inc. International Open.

4.C: To support interclub competitions within the ACT

4.D: To support and grow the Kata Program

**KEY PERFORMANCE AREA 1:
GOVERNANCE AND MANAGEMENT PERFORMANCE
OBJECTIVES:**

1A: To continue to update and improve governance structures to meet best practice standards for sporting organisations

1B: To continue to refine planning and decision making to enhance JFA ACT Inc's capacity to act as a united State organisation

1C: To develop and support management resources to ensure achievement of JFA ACT Inc's objectives

1D: To ensure the JFA ACT is financially viable with increased incomes including adequate reserves

1E: To improve management structures and systems to enable better risk management and compliance

1F: To improve the communication & consultation system with key stakeholders and develop compatible technology systems

1G: To achieve greater participation and influence at the national level

Objs	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Results /Progress
1.A	1.A.1 To continue to develop and refine JFA governance structures and systems in line with ASC Guidelines on Good Governance for NSO's.	Implement new Governance measures as necessary	Committee and role confirmed by duty statement in the JFA (ACT) Inc Constitution	JFA ACT Committee	

Objs	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Results /Progress
		Establish a formal, documented induction process for new CoM members including access to Strategic Plan, Directors Code of Conduct and Board Work Plan.	Newly elected officers and commissioners formally inducted.	JFA ACT Committee	
		Establish the systemic review of JFA Inc. policy and procedures.	Systemic review process documented and adopted by the JFA Inc.	JFA ACT Committee	
		Establish a central register of JFA ACT Inc. policies, procedures and by-laws	JFA ACT Inc. register of policies, processes and by-laws accessible to members.	JFA ACT Committee	
1.B	1.B.1 Develop and commit to a State Strategic Plan and planning cycle with Strategic Plan becoming an integral operational and decision making tool for JFA ACT Committee at all meetings.	Adopt a Strategic Plan for 2011-2015 that meets ASC guidelines and can be used by the JFA ACT Inc. for planning, decision making and performance reporting.	JFA ACT Inc. Strategic Plan is being developed. Regular Reviews via JFA ACT Inc meetings to ensure compliance and optimal achievement of plan outcomes.	JFA ACT Committee	
		Ensure that each Key Result Area of Strategic Plan is incorporated into the agenda for each JFA ACT Inc Committee Board Meeting with a progress report against KPIs and milestones.	KPA's and the Strategic Plan become agenda items for JFAACT Inc. Meetings.	JFA ACT Committee	
1.C	1.C.1 Ensure sustainable operational performance through more effective maintenance and utilisation of existing resources.	Conduct at least six JFA ACT Inc. meetings each year.	JFA ACT Inc. meetings comply to constitutional requirements.	JFA ACT Committee	

Objs	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Results /Progress
		Review and update operational policies and procedures in line with the combined Strategic-Operational Plan with timely reporting against KPIs.	Ongoing review of operational policies and procedures in accordance with combined Strategic-Operational plan & proposed quarterly operational reporting process.	JFA ACT Committee	
1.D	1.D.1 Develop and implement a Financial Plan to support the combined Strategic-Operational Plan objectives.	Treasurer to take responsibility for Financial Plan processes & support revenue development planning & processes.	Treasurer to report financial status and priorities at JFA Inc. meetings including preparation of the finance section of annual report.	Treasurer	
		Sustainable annual budget developed by the Treasurer and confirmed by JFA Inc. Directors.	Financial performance and priorities reported by the Treasurer and discussed at each JFA ACT Inc. Meeting.	Treasurer and JFA ACT Committee	
	1.D.2 Maintain good financial management practices in implementing Financial Plan.	Review current management and monitoring procedures, policies, systems and software in line with JFA ACT Inc. reporting requirements.	Annual review of the JFA ACT Inc. financial plan to be undertaken after audit requirements fulfilled including any recommendations provided to	Treasurer	
		Provide reports of actual performance against Budget and Financial Plan including solvency statements as required by JFA ACT Inc. Committee	JFA ACT Inc. review of performance at each meeting	Treasurer	
		Manage the relationship with the organisations debtors and creditors.	JFA ACT Inc. review of performance at each meeting	Treasurer	

Objs	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Results /Progress
		Implementation of activities required to generate revenue streams as projected in Financial Plan.	JFA ACT Inc. review of performance at each meeting	Treasurer and JFA ACT Committee	
1.E	1.E.1 Formalise existing risk management plans and practices into a Risk Management Strategy including a monitoring and reporting system that meets ASC guidelines.	Review all existing policies and procedures to: Identify potential risk. Specify strategies and procedures to minimise risks.	Complete JFA ACT Inc risk assessment and risk management policy.	JFA ACT Committee	
		Implementation of monitoring and reporting system to ensure effective operation of Risk Management Strategy.	Report to JFA ACT Inc Meetings	JFA ACT Committee	
		Establish a central register of JFA ACT Inc risk management policies, procedures and by-laws.		JFA ACT Committee	
	1.E.2 Implementation of of ongoing activities to minimise risk in key areas already identified.	JFA ACT Inc Member Protection Policy reviewed at regular intervals to ensure compliance and optimal cover for members.	Member Protection Policy reviewed at the AGM. A Member Protection Officer is appointed each year and provided with training.	JFA ACT Committee	
		Anti-doping. Comply with JFA Inc Anti-doping policy.	Communicate policy changes to members and relevant stakeholders	JFA ACT Committee	

Objs	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Results /Progress
	1.E.3 Establish a Compliance Strategy in Accordance with ASC guidelines.	Review the Strategic Plan to ensure that its requirements are being met.	Review annually.	JFA ACT Committee	
		Annual financial audit and incorporated association reporting requirements	All compliance issues and deadlines met within timeframes	Treasurer	
		Meeting all ASC reporting requirements.	Committee to work to ensure that targets are met in a timely manner.	JFA ACT Committee	
1.F	1.F.1 Use the Strategic-Operational planning process to improve relationships & partnerships with key stakeholders.	Achieve greater input into, understanding of and support for the JFA ACT Inc. combined Strategic and Operational Plan with members and key stakeholders. Identification of strategic priorities that require significant support from stakeholders to enable achievement	Members and prioritised strategies clearly communicated to the membership. Full annual report against Strategic Plan at AGM. Confirm as part of consultative process for Strategic Plan.	JFA ACT Committee	
	1.F.2 Further develop the Strategic Information Technology Plan for the Sport	Improvement of the JFA ACT Inc. website with more available functions, information & education modules, including greater links to JFA, member clubs & other relevant websites.	Keep improving site to give more information to players in the ACT and good links to Member clubs and the JFA Inc.	JFA ACT Committee and Web Provider	
	1.G.2 Gain greater representation at National Level	Establishment of a plan of action including a timetable for proposed meetings & contacts and goals.	Continue to promote the JFA ACT Inc in the National arena.	JFA ACT Committee	

KEY PERFORMANCE AREA 2: HIGH PERFORMANCE PROGRAMS

OBJECTIVES:

2.A: Sustained excellence in State Team performances with strong elite athlete pathways

2.B: Ensure JFA ACT Inc athletes operate within a drug free sport environment

2.C: Development all athletes and provide pathways for those who show potential to progress to elite levels

2.D: Provide pathways to Elite Coaching levels

2.E: Continued support of JFA ACT Inc. Excellence Training Centre.

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
2.A	2.A.1 Continue and improve Elite Athlete Squad programs.	Improvement in competition results in identified national & international tournaments.	State Tournament Calendar prepared annually catering for the range of elite athlete preparation.	ACT Committee, State Coaches	
		Implementation, management and monitoring of individual judo training programs for elite players	Reporting from The ACT State Training Centre to ensure that players' needs are being met.	ACT Committee, State Coaches	
		Encourage eligible ACT athletes to participate in the NTID Program which continues to identify and develop our elite 15 - 19 year old athletes under the Next Generation Business Plan.	Continue to bring ACT players to the attention of the NTID Program	State Coaches	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
		Attendance & performance of team members at squad trainings	Club coaches to encourage elite players to attend Squad training	Club Coaches	
		Attendance and performance at nominated national and international competitions	Ongoing tracking	State Coaches	
2.B	2.B.1 Adopt, implement and enforce anti-doping policies, rules and programs that conform to and comply with the ASC Anti-doping core	Policies, rules, amendments & updates communicated fully & properly to all stakeholders in compliance with ASC guidelines	Cooperate fully with ASADA, ASC and the JFA Inc in regards to adopting drugs policy.	ACT Committee	
		Development & implementation of a fully compliant, best practice athlete education program in conjunction with ASC/ASA+C24DA	Ensure that all elite athletes are advised of their obligations in relations to drugs policy.	ACT Committee, State Coaches	
		Develop result management processes for anti-doping rule violations.	Ongoing as per JFA ACT Inc. Anti-doping Policy and in conjunction with legal advice.	ACT Committee, Member Protection Officers	
2.C	2.C.1 Establish & operate a State Training Centre for promising athletes	Continuance of the long term program to build a culture to strengthen athletes for competition.	State Training Centre holds training every week for promising athletes	JFA ACT Committee and State Coaches	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
	2.C.2 Maintain & review current State Training Centres in coordination with national High Performance Program to assist identification of promising junior athletes	Identification of young promising athletes to progress to senior elite via this pathway.	Continue to liaise with the High Performance Manager.	State Coaches.	
2.D	2.D.1 Systematic development of quality training & development program for coaches & officials	Continue to regularly hold NCAS workshops and Accreditation Courses	Refer to KPA 3 for further strategies.	NCAS Officer	
		Ensure that State Coaches attend briefings & training sessions for coaches & officials prior to tournaments	Annually at National Championships. Annually at International Opens by Referees Commission representative.	State Coaches and Officials	
2.E	2.E.1 Continue to monitor the State Training Centre performance.	Ensure that the needs of our elite athletes are being met by the State Training Centre, so that athletes have access to the best coaching and training that the State can offer.	State Training Centre coaches to report to committee regarding the effectiveness of current arrangements and ideas for improvement.	State Coaches	
	2.E.2 Direct Athlete Support	In line with current practice, provide some monetary support to elite athletes so that they can compete at international level where they are not already funded by the	JFA ACT Inc committee to examine each case as it occurs and to provide funding as dictated by the yearly budget.	JFA ACT Committee	

KEY PERFORMANCE AREA 3:

SPORT DEVELOPMENT

OBJECTIVES:

3.A: To increase JFA ACT member base through a strong national athletes participation program providing increasing opportunities for Australians to enjoy the sport of Judo

3.B: To participate in the nationally driven effective coaches participation & education program supported by a National Network to develop & increase number of quality coaches at all levels

3.C: To participate in the nationally driven and effective participation, education and training program for officials at all levels of the sport to provide the highest quality officials to best support the athletes

3.D: Recognise & reward the valuable contribution of volunteers & encourage greater participation

3.E: Improved exposure & recognition of Judo in the media

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
3.A	3.A.1 Cooperate with the JFA Inc as it develops a National membership database	Where requested provide membership advice to the JFA Inc.	Continue to update membership records for the JFA ACT inc. and when directed by the JFA ACT Inc committee forward to the JFA Inc.	JFA ACT Inc registrar, JFA ACT Inc Committee	
		Encourage the construction of permanent dojos, associated equipment and resources critical to sustainable Judo development in the ACT.	Some funding provided. Inform interested parties of help that the JFA Inc may be able to provide e.g Building models designed.	JFA ACT Inc Committee	
		Expand the reach of the JFA ACT Inc into schools.	Where possible use the JFA Inc's expertise in creating opportunities in schools by working with the NDO.	Member Clubs	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
	3.A.1 Develop an effective club support & development system that offers a real service to the judo community	Establish Club Development program at State level	Survey members for needs. Identify Club Development needs and prioritise for action. Member increase reflected in registration figures.	JFA ACT Inc Committee	
		The establishment of a Kata Program and Kata competitions.	Have Kata coaches attend Kata education seminars . Access National Kata funding to support its' development across Australia. Look into the holding of kata competitions in the ACT	JFA ACT Committee. ACT Kata coaches	
3.B	3.B.1 Access to high standard, quality Coaching Accreditation courses at all levels for all members	Ensure that ACT Judo Coaches regularly update their skills and keep up their NCAS qualifications.	NCAS representative to establish priority areas for coach development. Work with the NCAS Commission to implement regular NCAS programs and renewals for Coaches at all levels. Improve NCAS Coaching credentials across the ACT	JFA ACT Inc. NCAS Reps. Coaches	
	3.B.2 Maintain & enhance the ongoing skills development programmes available to coaches.	Where appropriate encourage participation in the National Mentoring Program.	Provide information to interested parties when mentoring programs occur at nominated AIS National Training Camps.	JFA ACT Inc Committee	
	3.B.3 Develop an effective information distribution system to ensure high quality resources readily accessible to coaches	Distribute the booklets for Level I and Level II Coach Accreditation Courses to interested parties.	This will occur at NCAS courses	NCAS Commission	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
		Inform ACT Judo Coaches of the coach site on JFA Inc website where they can access to latest coach information	Link to the site via JFA ACT Inc website.	JFA ACT Inc Committee	
		Level 1 & Level II courses available on website	Members able to access NCAS modules on the JFA Inc. website.	NCAS Commission, Communications Committee	
3.C	3.C.1 Access to high standard, quality Officiating Accreditation courses at all levels for all members	Implement ASC National Officiating Assistance Scheme (NOAS) for the JFA ACT Inc.	NOAS structure for JFA ACT Inc. established. NOAS courses available to JFA ACT Inc. members. NOAS course materials available to JFA ACT Inc. members. JFA ACT Inc. operating with sufficient numbers of trained and competent officials. NOAS operating successfully across the JFA ACT Inc. membership.	JFA ACT Inc Committee	
	3.C.2 Continue training and mentoring referees and officials at a local level to ensure fair play for all athletes	Clubs to introduce interested members to the State Referees Commission for training in refereeing.	Establish an education program for officials. Establish selection procedures to send the most capable officials to national championships.	JFA Inc. Directors & Referees Commission	
		Establish an Officials Recognition Scheme.	Officials recognition scheme implemented.	JFA ACT Inc Committee	
	3.C.3 Effective communication strategy in place for all NOAS members	Inform ACT Judo referees and officials of the Officials section on the JFA Inc website where they can access information	Link to JFA Inc website from JFA ACT Inc website established. NOAS & Officials contributing to officials section on the JFA Inc. website.	NOC, NOAS, Referees Commission	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress / Results
3.D	3.D.1 Conduct annual volunteer awards.	Awards awarded at End of Year Party each year.	JFA ACT Champions Award for athletes documented. National Officials Awards process documented and adopted for inclusion in the National Championships Program. National Volunteers Awards process documented and result forwarded to the JFA for inclusion in the National Championships Program.	JFA ACT Inc Committee	
3.E	3.E. JFA ACT Inc. to implement strategies aimed at improving exposure and recognition of Judo in the media.	Where practice implement media and marketing strategy devised by JFA Inc.	Media outlet contact sheets published and distributed to members. Media Hints handbook published for member use.	JFA ACT Inc Committee	

KEY PERFORMANCE AREA 4:

MAJOR COMPETITIONS

OBJECTIVES:

4.A: To provide a team to compete at the Australian Championships

4.B: To continue to grow the JFA ACT Inc. International Open.

4.C: To support interclub competitions within the ACT

4.D: To establish a Kata Program

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress/Results
4.A	4.A.1 JFA ACT Inc. organises and co-ordinates events built around the National Calendar	State/Territory Calendar of Events designed and published annually.	Selection criteria for Nationals to be published and accessible to JFA ACT Inc. members. Changes communicated to all relevant bodies and members. JFA Inc. Calendar of Events completed and published for all members.	JFA ACT Committee	
	4.A.2 Clubs to encourage suitable players to compete at the Nationals	Players selected by their clubs to compete at the National to attend the State Training Centre trainings to ensure their readiness for competition.	Players to continue to train at the State Training Centre. New players being constantly recruited to this higher level.	State Coaches, Club Coaches	
4.B	Provide other States and countries with early notice of the JFA ACT Inc International Open Competition	State/Territory Calendar of Events designed and published annually.	Ensure that the competition is listed in the JFA Inc calendar. Send notices in plenty of time to State bodies, and other countries	JFA ACT Committee, JFA ACT Tournament Committee	

Obj	Strategies	Key Performance Indicators (KPIs)	Milestones/Deliverables	Responsibility	Progress/Results
		Ensure that JFA ACT Inc International Open Competition remains a high quality tournament	Keep promoting that this tournament is well timed for National selections and points. Continue to recruit excellent officials to run the tournament well. Continue to implement improvements	JFA ACT Committee, JFA ACT Tournament Committee	
4.C	Encourage clubs to host mini - tournaments.	Include Mini-tournaments on the State Calendar of Events, and list them on the JFA ACT Inc website.	Many clubs host mini tournaments to provide competition experience in a friendly non-confronting environment.	JFA ACT Inc. Committee, JFA ACT Inc.Clubs	
4.D	Implementation of a Kata Program to meet the needs of JFA ACT Inc. members.	Kata Seminars and Courses provided to members at all levels to ensure knowledge, skill and performance needs are met.	Organise mini Kata events	ACT JFA Inc Committee	