



STRATEGIC PLAN 2024 – 2027

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February 2024

OPTIMISING OUR STRATEGY

This Strategic Plan is designed to lead Judo NSW, its Member Clubs and the sport of Judo in NSW to future growth and success.

Our plan is designed to put our people (participants, coaches, instructors, referees, volunteers and administrators) and their safety and inclusion at the centre of decision making and for those decisions to be evidence based as well as informed by our strong history and traditions.

We have developed a mission and purpose that reflects opportunities to increase our profile and therefore improve outcomes in physical and mental health, inclusion and diversity, community connectedness and performance.

OUR PURPOSE

To develop, promote, and support judo at all levels in New South Wales through effective programs, events, coaching, and governance.

OUR MISSION

For the Judo NSW Community to work in partnership to see more people engaging with Judo. We will provide opportunities for a person to engage with Judo in more ways, more often and to stay involved with Judo as social or competitive participants, coaches, officials, supporters or volunteers throughout their lives.

Critical Success Factors

- Judo NSW has financial stability and growth through diversification of income streams and activities to generate increased revenue for the organisation.
- We achieve member engagement and growth through:
 1. Assisting coaches to provide a valued service to members.
 2. Assisting coaches to provide a greater range of offerings to members.
 3. Helping members gain a sense of accomplishment in the sport.
 4. Providing valued event opportunities for members to participate in to improve skills, knowledge, and abilities within judo.
 5. Having a 'fit-for-purpose' training/competition venue that can provide the necessary services for members which is cost neutral.
- We have simple marketing collateral that clubs can utilise to promote their clubs/judo.
- We are a volunteer organisation of choice through an effective volunteer management plan.
- 'Monetise' the sport so that clubs feel comfortable charging market rate fees and conditioning members to see value in paying these fees to clubs.
- Judo NSW has a seat at the table when it comes to national influence in the sport.
- We have effective governance and management practices in place.
- We foster a safe and inclusive environment and culture for children and young people and underrepresented groups.

Our Strategic Pillars

PROFILE AND PROGRESS

We will enhance the Judo NSW brand and build a sustainable sports business through collaborative partnerships. Our brand reflects our culture, drives our digital roadmap and celebrates the sport of Judo

ENGAGEMENT AND INCLUSION

We will grow engagement in Judo to include the diverse needs of the Australian community. Membership offerings, services, events and products that are relevant, accessible and inclusive and sees more people engage with in Judo more often.

PERFORMANCE AND PATHWAYS

Our connected performance programs and pathways for athletes, coaches and officials are delivered to ensure sustainability and deliver opportunities to represent and officiate at the highest levels.

Strategic Pillar 1: Profile and Progress

We will enhance the Judo NSW brand and build a sustainable State Sporting Organisation for our Member Clubs through collaborative partnerships. Our brand and identity reflects our culture, drives our digital roadmap and celebrates the sport of Judo and the values it represents.

We will increase the visibility and awareness of Judo in New South Wales while ensuring continuous improvement and development

Priority Area 1.1 Increase visibility and awareness of the Judo NSW brand and identity

Objective	Success indicators measures
Judo NSW is a consistent, united, relevant and purposeful brand that connects our community.	<ul style="list-style-type: none">• A brand strategy is developed and implemented that reflects the identity and values of Judo NSW and the judo community.• The Judo NSW and Member Clubs utilise consistent, effective and widely recognized branding.• Increased percentage of judoka who recognise Judo NSW as the State governing body for the sport in NSW and understand its key roles and objectives.• Alignment with Judo Australia brand where appropriate.• Create a suite of merchandise which can be sold for profit and promote the brand.
Effective engagement with members and the broader public through a Marketing and Communications Plan.	<ul style="list-style-type: none">• Improved digital and social metrics annually.• Development and promotion of more contemporary and engaging digital content that covers all aspects of Judo.• Growth in engagement with our competitions, programs, and events (including participants and spectators, live streaming and digital channels).• Growth in engagement with our member clubs, specifically those not participating in Judo competitions.• Regularly engage with the membership memberships via digital and electronic communications• Alignment with Judo Australia Marketing Plan.

Priority Area 1.2 Developing a robust and sustainable State Sporting Organisation for Judo in NSW

Objective	Success indicators measures
Increased and diversified income streams	<ul style="list-style-type: none">• Maintain or increase government funding.• Develop a partnership strategy by December 2024.• Non-government revenue including sponsorship to increase by 100% by December 2027.
Delivery of sustainable and valued events and programs	<ul style="list-style-type: none">• All Judo NSW managed events and programs to deliver a neutral or positive financial position.• Partnerships enable an improved experience for all stakeholders at all Judo NSW managed events and programs.• Establish annual awards program to showcase best practice throughout the whole continuum of participation (grassroots to high performance) by December 2025.

Strategic Pillar 2: Engagement and Inclusion

We will grow engagement in Judo to include the diverse needs of the Australian community. Membership offerings, services, events and products that are relevant, accessible and inclusive and sees more people engage in Judo more often leading to growth.

PRIORITY AREA 2. 1 More people engaging with the sport of Judo more often.

Objective	Success indicators measures
Implement the National Database to support effective Member engagement, communication and reporting.	<ul style="list-style-type: none"> Judo NSW and Judo Australia are aligned and effectively utilising the national Database by mid 2025. Database platform is utilised to: <ul style="list-style-type: none"> Collect relevant data to satisfy reporting requirements. Support Grading, Coach and Referee Accreditation. Increase communication with members by 15% annually.
Increase grass roots participation and facilitate connection to local community clubs.	<ul style="list-style-type: none"> Judo NSW activities aligned with National Play Well Participation Plan. A suite of resources is available for Member Clubs to promote the physical, mental and social benefits of participation in Judo. Promotion of Sport Australia's Sporting Schools Judo Program. Total membership growth targets: <ul style="list-style-type: none"> Individual membership of 5% annually Number of Clubs increase by 10% by 2027 Female membership reaching 30% by December 2027. Regional based Membership by 15% by December 2027.
Increase the number of opportunities for people to participate in Judo NSW events, Dan gradings and other activities.	<ul style="list-style-type: none"> Judo NSW events are well represented across all Age Groups/Divisions. Judo NSW conducts annual International, State and Community level events to cater for performance and participation. Mid and End of Year Gradings are held each year with a minimum of 5 candidates. Judo NSW facilitates or conducts training opportunities for identified underrepresented groups in coordination with stakeholders.
Provide a State Centre facility for engaging participation and HP Judo NSW activities.	<ul style="list-style-type: none"> Judo NSW has a State Training Centre that it has lease hold or ownership over. By 2027 Judo NSW has a fit for purpose State Centre which can be used for commercial activities including events. Judo NSW State Training is effectively utilized by stakeholders on a regular basis for recruitment, training and grading.

PRIORITY AREA 2.2

Recruit, retain and build capacity in the Judo NSW Coaches, Officials and volunteers.

Objective	Success indicators / measures
More skilled, supported and rewarded Judo coaches and referees operating at all levels of the sport.	<ul style="list-style-type: none">Established structured pathway for referee development, including mentorship programs through the NSW Referee CommissionEstablished annual Coach Development opportunities.Increased number of newly accredited Club Coaches and Referees annually.Increased representation of accredited Club Coaches and referees in regional areas.Increased retention of active, accredited Club Coaches and referees annually.
Increased training, support, and recognition of volunteers	<ul style="list-style-type: none">Increased tangible recognition of our volunteers through annual training opportunities and awards program and presentation.Establish wellbeing training and support for volunteers and officials.Annual 12-month retention of volunteers maintained at 75% by December 2027.
Enhanced support and training to increase the capability and capacity of Member Clubs	<ul style="list-style-type: none">All Member Club complete the Sport Australia Game Plan by June 2026.All Clubs completing Child Safeguarding online training by June 2025.Annual professional development program for Club Coaches delivered in partnership with Judo Australia Play Well Strategy to showcase best practice in programs, governance, business and marketing and teaching practices.

PRIORITY AREA 2.3

Judo NSW creates and delivers a safe environment for all Members

Objective	Success indicators / measures
Implementation of the Judo NSW Child Safeguarding Policy	<ul style="list-style-type: none">All Member Clubs are aware of the NSW Safeguarding obligationsAll Clubs completing Child Safeguarding online training by June 2025.No child safeguarding breaches occur.Judo NSW delivers child safeguarding education course once per year for Clubs and members.

Strategic Pillar 3: Performance and Pathways

Our connected performance programs and pathways for athletes, coaches and officials are delivered to ensure sustainability and deliver opportunities to represent and officiate at the highest levels.

PRIORITY AREA 3. 1 Create and enhance pathways for coaching, officiating, and athlete development and High Performance in judo.

Objective	Success indicators measures
Establish State Coaching/ HP athlete development framework to support all aspects of the athlete pathway.	<ul style="list-style-type: none"> A qualified, experienced and reputable NSW State Coaching Team is well resourced and supported in its activities. Monthly State Training is conducted by NSW State Coaching Team. Athletes are well supported by a State Training Program in the lead up to National Championships. Judo Australia HP Level/categorized athletes are well supported within the NSW structures.
Establish State officiating development framework to support all aspects of the Referee pathway	<ul style="list-style-type: none"> NSW Referee Commission and Judo NSW are aligned with activities and strategic vision. A defined recruitment and development pathway for referees to progress from State Level to International Level is promoted and recognized by our members. Ensure Referees are well supported and resourced with up to date technology such as CARE systems at all Judo NSW Events.
Deliver quality Coach Education and Development opportunities to support the Coaching Accreditation Framework.	<ul style="list-style-type: none"> A minimum of four Coach Accreditation Courses are held each year, targeting a minimum of 20 new Coaches accredited each year. Coach Development Seminars are facilitated, promoted or conducted by Judo NSW or in conjunction with Member Clubs.

PRIORITY AREA 3. 2 Podium Success at National/International Events for NSW Athletes

Objective	Success indicators measures
Enhanced opportunities for NSW athletes to achieve National and International success	<ul style="list-style-type: none"> State based high performance training, camps and exposure to HP Judo environments is supported. There is ongoing engagement with the Judo Australia HP Coaching Team with support as required. Increased number of NSW coaches supporting categorised and identified athletes nationally. Implementation of athlete wellbeing strategy.

ENABLING THE STRATEGY

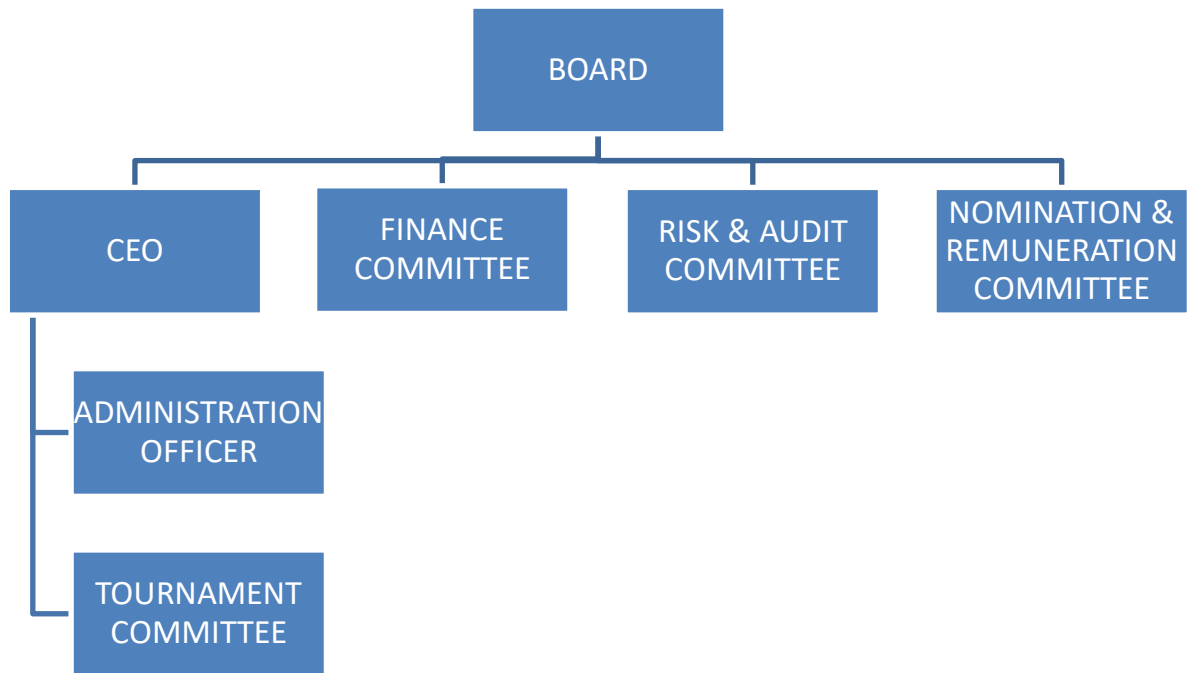
The success of the strategic plan will be reliant on strong foundations in governance and collaboration in delivery with our key stakeholders.

The priority areas will be aligned with Time Frames with opportunities for reflection and review annually by the Judo NSW Board of Directors.

Underpinning the organisations strategy will be a culture of safety and inclusion to ensure that all are welcome in the sport and safe on and off the mat within the Judo NSW Community.

STAKEHOLDERS	GOVERNANCE	TIME FRAMES
<ul style="list-style-type: none"> Implement pragmatic, clear, and achievable communication and operational plans with Member Clubs and other stakeholders including the NSW Referees Commission, BBR and Judo Australia. 	<ul style="list-style-type: none"> The Board will deliver fit for purpose governance and leadership across the organization systems, processes, and reporting. Increase transparency across governance, leadership and decision making with stakeholders. 	<ul style="list-style-type: none"> The strategy will be delivered between July 1st 2024 and December 2027, with annual progress reviews completed by the Board in February each year.
SAFETY	FINANCIAL SUSTAINABILITY	INCLUSION
<ul style="list-style-type: none"> Safety will be at the centre of all Judo NSW activities supported by a policy framework. Ensure the implementation of the 10 Child Safety Standards and Child Safeguarding is a focus of all stakeholders in the sport. 	<ul style="list-style-type: none"> The Board will ensure the long-term financial health and sustainability of Judo NSW. Ensure the operating budget enables the organisation to meet the financial sustainability objectives. Produce monthly and YTD balance sheet and profit and loss statements 	<ul style="list-style-type: none"> Promote inclusivity and diversity in all aspects of judo in New South Wales.

ORGANISATIONAL CHART



ENVIRONMENTAL & MARKETING ANALYSIS

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> Experienced SSO CEO Administration Officer with good judo knowledge Dedicated training venue Efficient running of events – good attendance Dedicated state coaching team Adequate cash reserves 	<ul style="list-style-type: none"> Heavily reliant on membership fees as major source of income High membership turnover rate (~50% of members annually) Insufficient volunteer base Not enough NSW personnel to manage ‘nice-to-do’ tasks Small group of volunteers wearing many hats
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> Increasing positive experience for members within member clubs Member diversification through different offerings for different groups Strategic alliances with other organisations – local councils, state government, corporates, TAFE, other sports, suppliers Fit-for-purpose venue – training and competition Diversified income streams Olympic sport ‘One Sport’ model if done well Increasing female participation 	<ul style="list-style-type: none"> Rising costs Insufficient numbers of new coaches starting new clubs Popularity and awareness of BJJ as a martial art of choice Low awareness of sport ‘One Sport’ model if done poorly Strong personalities within key clubs with personal agendas influencing the broader membership Gender inequity of Board members and impact on sporting grants Traditionalist views within the sport resisting change