

The image is a promotional graphic for the British Judo Strategic Plan 2017-2021. It features a collage of four photographs of judo athletes in action. The top-left photo shows a young boy in a white gi with a red belt wrestling a girl in a white gi with a blue belt. The top-right photo shows a girl in a white gi with a blue belt wrestling a boy in a blue gi with a black belt. The bottom photo shows a girl in a white gi with a red belt wrestling a boy in a blue gi with a black belt. The background is white with a large red diagonal shape on the left and bottom-left, and a blue diagonal shape on the right. The text 'BRITISH JUDO' is in the top right, and 'BRITISH JUDO STRATEGIC PLAN 2017-2021' is in the bottom left.

BRITISH JUDO

BRITISH JUDO
STRATEGIC PLAN
2017-2021

BRITISH JUDO IN NUMBERS

857
registered clubs

599 England **142** Scotland **57** Wales **59** Northern Ireland

44,000
individual members

33,000 England **7,400** Scotland **1,500** Wales **2,100** Northern Ireland

Coaches

Total 1,102








Level 1  300
Level 2  601
Level 3  201









Table officials

Total 352

Timekeeper  164
Competition Recorder  95
Senior Recorder  52
Competition Controller  41

Referees

Total 285

Club  70
Area  62
National C  62
National B  43
National A  27
Senior National  8
IJF B  8
IJF A  5

INTRODUCTION AND CONTEXT

The British Judo Association (BJA) is the National Governing Body for the Olympic Sport of Judo in Great Britain whose principal activities are the growing and overseeing the sport of judo and winning medals at Olympic and Paralympic games.

It was established in 1948 and is recognised by the United Kingdom Sports Council, Sport England, the Sports Council for Wales, the Sports Council for Northern Ireland, Sport Scotland, the British Olympic Association and the Central Council for Physical Recreation. The BJA is a membership organisation and has expanded its network of clubs, qualified coaches and individual members throughout Britain providing access to the sport in England, Northern Ireland, Scotland and Wales.

The Association represents Great Britain internationally and is a member of The International Judo Federation, The European Judo Union, The Judo Confederation of the European Union, The British Olympic Association, The Central Council of Physical Recreation, Commonwealth Judo Association, and the Commonwealth Games Council.

A dynamic and forward-thinking strategic plan provides a sound basis for the future of the sport and organisation. It should also shape the Association's relationships with Home Country Judo organisations and other stakeholders, (e.g. Home Country Sports Councils HCSCs, UK Sport, UK Anti-Doping, British Athletics Commission, British Olympic Association, British Paralympic Association).

It is intended to reflect the priorities for each of the home country's participation and talent development plans within the corporate strategy. This will demonstrate that whilst the sport has an array of delivery agencies across the United Kingdom, there is a coherent strategy for the sport of Judo.

The strategic plan is owned and monitored by the Board of Directors. The Board agree to the Vision, Mission, Objectives and headlines strategies and delegate responsibility for the delivery of the plan to the Chief Executive Officer [CEO]. The CEO will ensure that the senior executive team establish operational delivery plans (tactics and action plans) to realise the aims of the strategic plan, and report regularly upon progress to the Board.

The senior executive team are required to align their department's business plans, workforce structures, target setting and performance reviews (appraisals) to achieve the strategic plan. The senior executive team are also required to develop ways of collaborative working across departments and staff to increase effectiveness, efficient practices through knowledge exchange processes.



Ronnie Saez
Chairman, Board of Directors



Andrew Scoular
Chief Executive

BRITISH JUDO

Our Values

RESPECT

Respect is having due regard for the competence, feelings, views and rights of ourselves and others. It extends to the treatment of all people with whom we come into contact.

UNITY

Unity gives us a sense of belonging, creating the belief that with the support of our colleagues, we can overcome adversity and achieve great things.

INTEGRITY

Integrity is about doing what you say you will do and maintaining high personal and professional standards at all times.

EXCELLENCE

Excellence is the standard that we constantly strive to achieve. It ensures that a job is well done, no matter how difficult the circumstances.

TRUST

Trust is the belief and confidence in the reliability of each other. It quantifies and defines our relationships with others.

STRATEGIC THEMES (2016-2021)

The strategic plan, incorporating overarching themes and priorities will provide the Sport, Association, Board and Staff with a decision-making framework to achieve our three clear strategic themes:



More members



More medals



Excellent governance at all levels

THE BJA'S VISION

British Judo is a world-leading Judo nation that is inclusive, accessible and ethically driven.

THE BJA'S MISSION

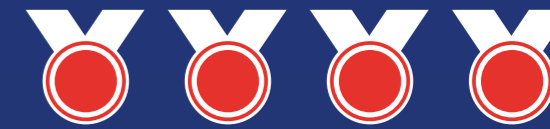
Deliver excellence in all aspects of Judo governance, inclusion, participation and performance for the benefit of members.

CORPORATE OBJECTIVES

Incorporating the strategic themes the proposed SMART objectives for the BJA are:



1. Increase participation to 50,000 members by 2021



2. Produce a minimum of 4 Olympic and Paralympic Medallists in 2020



3. Establish robust systems of governance at every level of the sport in accordance with UK Government standards.



BRITISH JUDO CORPORATE STRATEGY

2017-2021



STRATEGIES & TACTICS

Each headline 'Strategy' consist of tactical programmes that should guide the future of the organisation and sport over the cycle. Under these headings specific actions will be established through the annual business planning process to reflect the emerging needs and demands of the sport.

1. Deliver British Judo's World Class Performance Programme, aligned to 'what it takes to win' to achieve success.

- I. Maximise every athlete's progression, performance and success.
- II. Ensure that every athlete's health & welfare requirements on and off the mat are met.
- III. Implement an aligned and integrated performance pathway from performance foundation to podium.
- IV. Ensure high quality and effective coaching takes place at all levels of the performance pathway.
- V. Deliver world-class sports science and sports medicine provision to enhance athlete performance.
- VI. Provide effective leadership and governance that creates and maintains a positive culture within the worldclass performance programme.
- VII. Establish the Elite Training Centre as the performance and development hub for Judo.

2. Deliver integrated programmes that will increase levels of membership recruitment & retention.

- I. Incentivise & assist clubs to recruit and retain participants.
- II. Increase participant retention levels within existing markets.
- III. Provide inclusive opportunities to participate and excel.
- IV. Align Judo provision to capitalise upon the new Sport England, public health, social & local authority agendas through the development of new products and services that will attract new markets.
- V. Establish acquisition programmes to increase participation.
- VI. Define an appealing membership product and service offer.

3. Provide programmes, pathways and opportunities that enable members to realise their potential.

- I. Deliver integrated development pathways for coaches and officials that promote excellence.
- II. Create innovative & high quality resources that support and enhance the experience of participants
- III. Establish a framework that enhances the participant's experience and rewards personal proficiency and knowledge.
- IV. Enhance the competition pathway to ensure appropriate competitive opportunities.

4. Raise the profile of the sport to generate greater levels of revenue, influence and interest.

- I. Generate greater financial income through diversified judo activities and new markets and sponsorship & commercial activity.
 - I. Increase market reach, revenue, membership & audience retention through digital activity.
 - II. Raise the profile of judo through effective public relations and clear consistent communication.
 - III. Create a commercially attractive, recognisable and meaningful brand.
 - IV. Broaden the BJA's influence & profile through highly effective stakeholder engagement.

5. Provide effective leadership, governance & operational support services.

- I. Implement robust governance structures, systems & processes across the organisation and sport.
- II. Deliver a-whole sport Anti-Doping Strategy to protect athletes and the reputation of Judo
- III. Provide highly effective HR, Finance, IT and people development services
- IV. Collaborate with & support like-minded combat governing bodies and sports.
- V. Widen the BJA's International Influence
- VI. Deliver national and international judo events
- VII. Deliver high-quality membership focused services

APPENDIX A

BRITISH JUDO STRATEGY PATHWAY

Tokyo 2020 Great Britain Olympic Qualification system

In order to consistently deliver medal winning performances at Olympic and Paralympic Games, we must have a system in place to give our talented players the very best opportunities to develop, progress and realise their potential.

The diagram below encapsulates British Judo's Performance pathway from grass-roots to podium.



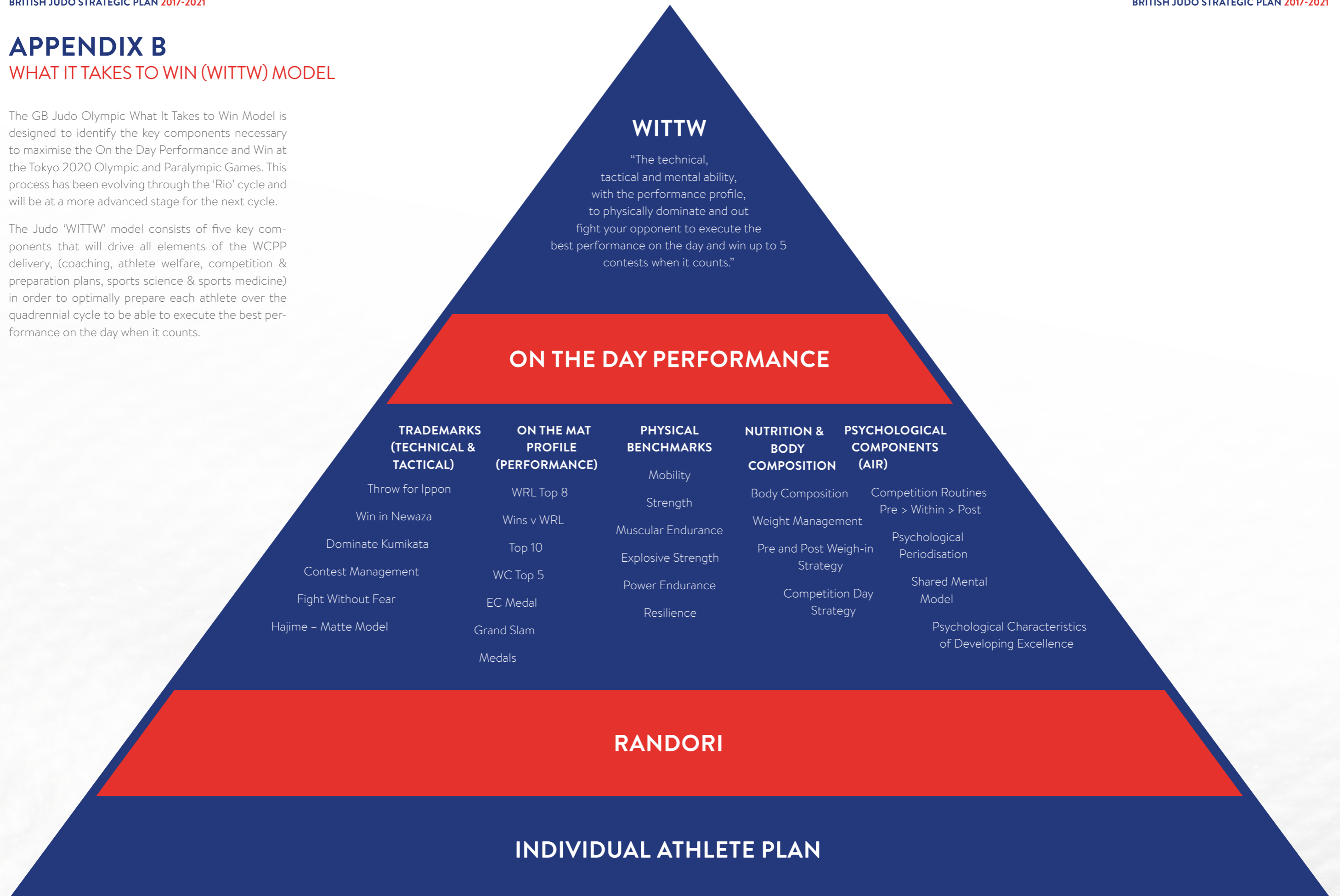
Respect Unity Excellence Trust Integrity

APPENDIX B

WHAT IT TAKES TO WIN (WITTW) MODEL

The GB Judo Olympic What It Takes to Win Model is designed to identify the key components necessary to maximise the On the Day Performance and Win at the Tokyo 2020 Olympic and Paralympic Games. This process has been evolving through the 'Rio' cycle and will be at a more advanced stage for the next cycle.

The Judo 'WITTW' model consists of five key components that will drive all elements of the WCPP delivery, (coaching, athlete welfare, competition & preparation plans, sports science & sports medicine) in order to optimally prepare each athlete over the quadrennial cycle to be able to execute the best performance on the day when it counts.



BRITISH JUDO

