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.


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.
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

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

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

1. Increase participation to 50,000 members by 2021
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Deliver excellence in all aspects of Judo governance, inclusion, participation and performance for the benefit of members.

Mission:
- BRITISH JUDO
- Corporate Strategy
- 2017-2021
- British Judo is a world leading Judo nation that is inclusive, accessible and ethically driven.
- Deliver excellence in all aspects of Judo governance, inclusion, participation and performance for the benefit of members.
- 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

Objectives:
- MISSION
- VISION
- STRATEGIES
- TACTICS

Strategies:
- ELITE PERFORMANCE
- PARTICIPATION
- COMMERCIAL & MARKETING
- LEADERSHIP & GOVERNANCE
- TECHNICAL & VOLUNTEERING

Tactics:
- Respect
- Unity
- Excellence
- Trust
- Integrity

- Athlete performance & success
- Athlete health & well-being
- Performance Pathway
- Sports Science & Medicine
- High quality coaching
- Programme leadership and governance
- Elite Training Centre
- Incentivise Clubs
- Retention levels within existing markets
- Inclusive opportunities to participate and excel
- Capitalise upon the evolving agendas
- Acquisition programmes
- Appealing membership offer
- Diversified Income generation
- Market reach & digital activity
- Public relations
- Judo brand
- Stakeholder engagement
- Governance structures
- Anti-Doping Strategy
- HR, Finance & IT services
- NGB Collaboration
- International Influence
- National and international events
- Membership Services
- Coach & Officials pathway
- Innovative high quality resources for participants
- Reward & recognition
- Appropriate competitive opportunities
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. 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.
   II. Increase market reach, revenue, membership & audience retention through digital activity.
   III. Raise the profile of Judo through effective public relations and clear consistent communication.
   IV. Create a commercially attractive, recognisable and meaningful brand.
   V. Broaden the BJA’s influence & profile through highly effective stakeholder engagement.

4. 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.

5. 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.
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 grassroots to podium.
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.

ON THE DAY PERFORMANCE

TRADEMARKS (TECHNICAL & TACTICAL)
- Throw for Ippon
- Win in Newaza
- Dominate Kumikata
- Contest Management
- Fight Without Fear
- Hajime – Matte Model

ON THE MAT PROFILE (PERFORMANCE)
- WRL Top 8
- Wins v WRL
- Top 10
- WC Top 5
- EC Medal
- Grand Slam Medals

PHYSICAL BENCHMARKS
- Mobility
- Strength
- Muscular Endurance
- Explosive Strength
- Power Endurance
- Resilience

NUTRITION & BODY COMPOSITION
- Body Composition
- Weight Management
- Pre and Post Weigh-in Strategy
- Competition Day Strategy

PSYCHOLOGICAL COMPONENTS (AIR)
- Competition Routines
- Pre > Within > Post Psychological Periodisation
- Shared Mental Model
- Psychological Characteristics of Developing Excellence

RESPECT   UNITY
EXCELLENCE   TRUST   INTEGRITY