



Strategic Plan 2022-2024

Launched: Sunday 21st November 2021
Judo Victoria AGM

Developed by: JVI CoM

Contributors: Clubs, coaches, players, families, officials, volunteers, JA

Consultants: Hatrick and Co



Message from the President

The development of our Strategic Plan 2022 to 2024 is a major step forward for our organisation. It allows Judo Victoria to set out short- and medium-term priorities so that we can better focus our efforts and resources moving forward.

Judo Victoria is very happy with the work done by our consultants Hatrick & Co to structure our consultation processes. We are very happy with the levels of engagement from both our individual members and from our Affiliated Clubs.

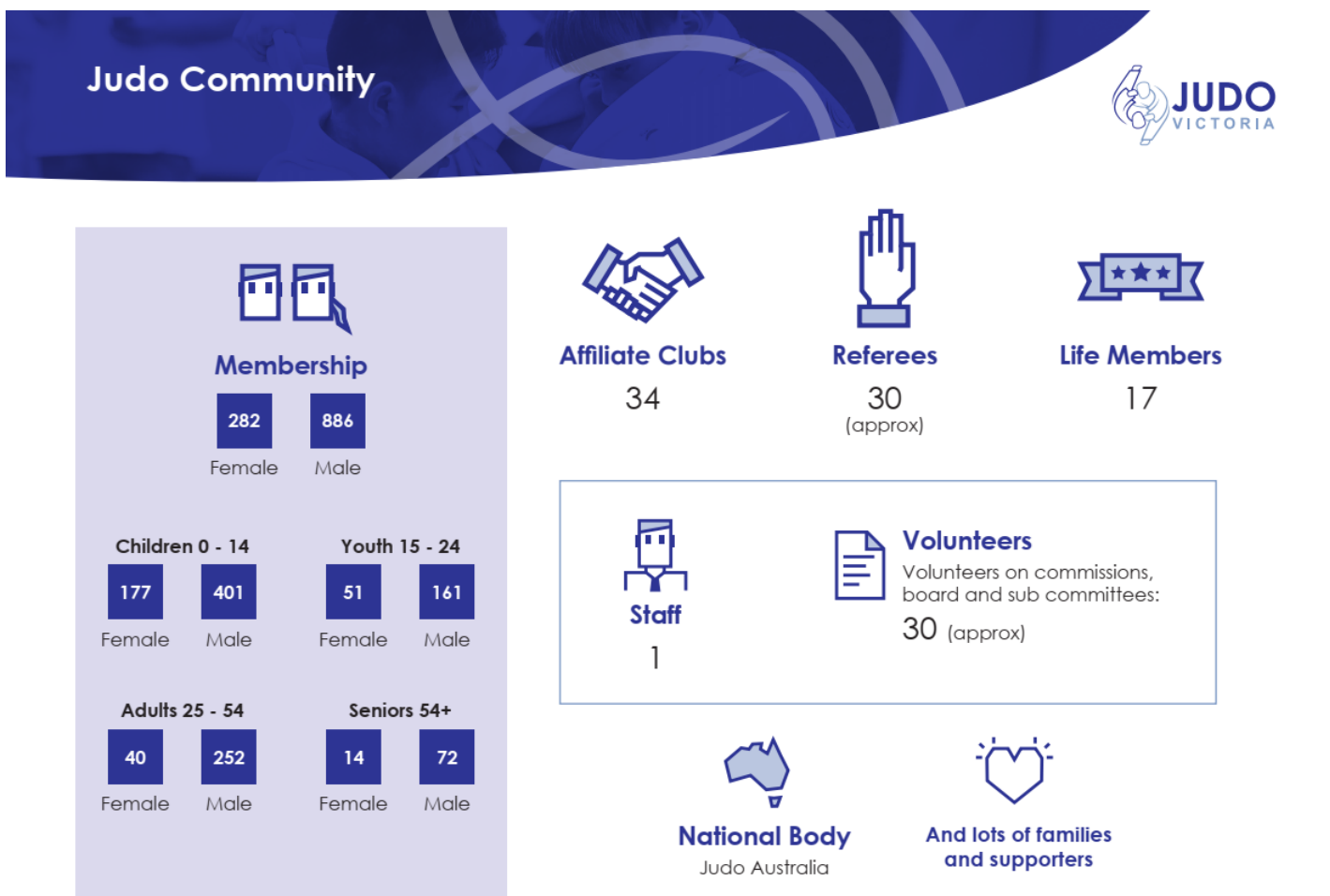
Judo Victoria sees this Strategic Plan as a living document to be reviewed every year to meet our changing needs. In future Annual Reports we will be reporting progress against the benchmarks and priorities in our Strategic Plan.

Many of our priorities are, by design, aspirational because of our aim to achieve long term improvement.

Judo Victoria wishes to thank everyone involved in the development of this Plan and looks forward to your support in achieving our priorities.

Daniel Kelly

President



Strategic Plan 2021-2024



OUR VISION

What we want to achieve in the long term

We share our vision with our national Judo family, which is **more people engaging with Judo more often, in more places - for life!**

OUR PURPOSE

Why we exist

Together with the Victorian judo community, we deliver strong, positive and inclusive sporting experiences for all who choose to be part of our community – on and off the mat.

OUR MISSION

How we will do it

We do this through:

- good governance; ensuring our governance and operations are guided by good governance principles
- building connections; providing opportunities for our community to connect and learn from each other
- sharing our story; promoting the sport to more people, connecting with those who love it
- growth and development; providing better and more opportunities for Victorians to participate in judo.

In the spirit of *Jita-Kyoei*, judo's principle of mutual welfare and benefit, we aim to work in harmony and cooperation with our community to develop trust and provide support. Together, and as custodians of the judo traditions and values, everyone who chooses to be part of our sport has the opportunity to build confidence, strength and resilience both in themselves and in one another.

OUR PROMISE

To our members

We promise to...

- be guided by the judo moral code in our interaction with you; *guided by values*
- regularly share relevant information with you, and respond quickly when you reach out to us; *good communication*
- seek out opportunities to build and foster connections within and outside of our sport, and encourage more of our community to be involved; *actively connect*
- make decisions and act in a way that supports the development of a more equitable, diverse, inclusive and safe sport culture for people of all ages, backgrounds, gender and ability; *commitment to equity, diversity, inclusion and safety*
- review, consider and respond to your comments, compliments and criticisms of us; *culture of feedback*.



Priorities & Strategies

Priority 1:

Supporting our people, strengthening our Community (Tsunagari)

Priority 2:

Improve, expand and increase judo participation and competition experiences (*Jita-Kyoei*)

Priority 3:

Sustainable improvements in governance, visibility and operations (*Kaizen*)

OUR VALUES

Our moral code

COURAGE

- to face difficulties with bravery

SINCERITY

- thinking and acting without falsehood

HONOUR

- to do what is right

MODESTY

- to be without ego in your thoughts and actions

FRIENDSHIP

- to be a good companion and friend

SELF-CONTROL

- to be in control of your emotions

RESPECT

- to appreciate others and their differences

POLITENESS

- to be polite to others always

PRIORITIES & STRATEGIES

Below are the three priorities that will guide the actions, decisions and communications of Judo Victoria over the three-year plan period.

Priority 1: Supporting our people, strengthening our Community (Tsunagari)

Strategy	
1.1	Develop a strong community of support for coaches across Victoria to collaborate and learn with and from each other.
1.2	Support Victorian judo clubs to thrive as inclusive, successful and sustainable organisations.
1.3	Bring our judo community together to learn, develop and celebrate with one another.

Priority 2: Improve, expand and increase judo participation and competition experiences (Jita-Kyoei)

Strategy	
2.1	Understand our membership and the impact of our programs and tournaments, including capturing data around pathway progression, underrepresented groups and tournament participation
2.2	Improve tournament experience for JVI-organised events
2.3	Expand opportunities for recreational participation through existing and new programs, with particular focus on underrepresented and vulnerable groups in the community

Priority 3: Sustainable improvements in governance, visibility and operations (Kaizen)

Strategy	
3.1	Improve our governance and operations, using good governance principles and a commitment to excellence in financial management
3.2	Promote our sport to existing and potential people, and build partnerships to help sustain the sport moving forward
3.3	Secure a permanent training and competition space for Judo

Priority 1: Supporting our people, strengthening our Community (Tsunagari)

Judo Victoria will build capability and increase participation in the Judo community by supporting, empowering and connecting clubs, coaches, players, official, volunteers and supporters.

What success looks like in 2024: In Victoria, the diverse judo community has a strong network of clubs and coaches who support one another for mutual welfare and benefit. Everyone involved in judo, including clubs, coaches, players, volunteers and families, enjoys a sense of belonging to the Victorian judo community; coming together in celebration of judo and choosing, in small or big ways, to be actively involved in contributing to the development and growth of the sport. There are plenty of opportunities to build the skills, tools and capabilities clubs and coaches need to deliver a sport that is strong, sustainable, inclusive and resilient.

	Strategy	2024 Targets
1.1	Develop a strong community of support for coaches across Victoria to collaborate and learn with and from each other.	<ul style="list-style-type: none">• 30% of coaches are under 35 years old• 70% of coaches who respond to JVI's Annual Survey report strong connection to the Victorian judo coaching community• Annual increase in retention rate of judokas at Victorian
1.2	Support Victorian judo clubs to thrive as inclusive, successful and sustainable organisations.	<ul style="list-style-type: none">• 60% of clubs report growth in membership• 5 new clubs have been established• 30% increase in JVI memberships• 80% of clubs have attended a JVI club development workshop
1.3	Bring our judo community together to learn, develop and celebrate with one another.	<ul style="list-style-type: none">• Volunteer numbers increase annually• Judo committees and volunteer positions are consistently filled• An annual increase of players, families, coaches, clubs and volunteers who respond to JVI's Annual Survey report strong connection with the wider Victorian judo community

PRIORITY 1, Strategy 1.1: Develop a strong community of support for coaches across Victoria to collaborate and learn with and from each other.

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
<p>1.1.1 Continue to administer and promote JA's coach accreditation program to new and potential coaches in Victoria:</p> <ol style="list-style-type: none"> Deliver the national coach accreditation program annually, ensuring location, times and presenters meet the needs of the growing and diverse community of coaches Promote the benefits and pathways of coaching to potential coaches across the Victorian community, with an inclusive lens and inspiring approach Explore the potential for JVI to provide financial support for young coaches to undertake the coach accreditation program Ensure the promotion of presenters celebrates the knowledge and learning that coaches will gain 	<p>JVI has more members aspiring to be coaches, with more opportunities for them to participate in the national accreditation program</p>	<p>JA (hopefully some online modules to be developed) Coaching committee SDO AO</p>	<p>At least 1 coach program annually Yr 2: Explore financial support program</p>	<p>Consideration of budget to deliver programs Consideration of budget for financial support program JVI's new 'home' could provide the space for delivery Annual Survey Annual Calendar</p>
<p>1.1.2 Deliver a relevant JV Coach Education Program, based on emerging and current needs, that compliment and build on JA's accreditation program:</p> <ol style="list-style-type: none"> Incorporate coaching questions into the Annual Survey to identify coach education needs and skills gaps (e.g. young and newer coaches, running clubs as businesses, inclusion and diversity, coaching females, understanding child safe standards) Research current issues and topics for coaches across other sport associations and VicSport/SRV Recruit experienced coaches to help deliver the content Develop and deliver coach education programs against an annual calendar, providing appropriate lead times for promotion and engagement Build time into education and training sessions for coaches to share ideas to help build a more connected network of coaches 	<p>New and younger coaches are supported to build their coaching skills.</p> <p>Coaches have regular opportunities to learn together and from one another.</p> <p>Coaches are skilled at supporting a diverse range of participants.</p>	<p>Coaching committee SDO</p>	<p>Annual calendar offers a range of seminars and training for coaches throughout the year</p>	<p>Programs are offered at a small cost to cover costs and return a small profit? Funding is sought from VicSport and SRV for coach development to subsidise costs JVI's new 'home' could provide the space for delivery Annual Survey Annual Calendar</p>

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
1.1.3 Develop and implement a coach mentoring program between new and experienced coaches.	Coaching skills improve; stronger networks across clubs develops	SDO Coaching committee	Year 2: Develop and pilot Year 3: Rollout	AO to support Look for existing mentor program frameworks / examples to use
1.1.4 Explore the concept of supporting state coaches and Managers with a travel allowance to get to state training	More coaches from across Victoria (including regional) participate in state trainings; coaches feel valued	CoM, AO	Year 1: Explore	Budget
3.2.1 Introduce a 'building club and coach skills' section in the JVI newsletter; interviewing clubs and coaches across Victoria to share learnings (part of Marketing Communications Strategy and Action Plan strategy) YES	Clubs and coaches learn from one another; coaching skills improve	AO, CoM?	Year 1	Marketing Communications Plan Annual Calendar

PRIORITY 1, Strategy 1.2: Support Victorian judo clubs to thrive as inclusive, successful and sustainable organisations.

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
1.2.1 Create and deliver annual club development workshops to build club capacity, based on interest and need (draw on results of Annual Survey to help inform topics). - Subjects to include, but not limited to: <i>marketing and promotion; club identity; member recruitment and retention; volunteer recruitment & retention, committee roles and responsibilities, inclusion & diversity, females in sport, CALD community, child safe standards, business skills, running a NFP, budgeting etc</i>	Club administrators have the skills to successfully manage a club, create an inclusive culture and recruit and retain members	<ul style="list-style-type: none"> • SDO • Chair of Coach sub-committee and committee • Coaches • Parents / Club committee members 	Yr 1: Develop Yrs 1,2,3: Roll-out	Interstate people Consultants VicSport/SRV Facility hire (or JVI new home) Annual Survey Annual Calendar Marketing Communications Plan
1.2.2 Develop a bank of resources for clubs to improve and develop: a. Explore the VicSport Healthy and Welcoming Sport Program and Resources b. Explore Sports Australia's Game Plan online program to find ways to support clubs to be healthy and thrive	JVI has a bank of resources for clubs to refer to and use	<ul style="list-style-type: none"> • SDO 	Year 1	VicSport Sports Australia (use existing resources)
3.2.1 Introduce a ' building club and coach skills ' section in the JVI newsletter; interviewing clubs and coaches across Victoria to share learnings (part of Marketing Communications Strategy and Action Plan strategy) Yes	Clubs and coaches learn from one another; coaching skills improve	Coaching Committee, AO and SDO to coordinate	Year 1	Marketing Communications Plan

PRIORITY 1, Strategy 1.3: Bring our judo community together to learn, develop and celebrate with one another.

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
1.3.1 Create a Volunteer Development Committee of Judo members to: <ol style="list-style-type: none"> review recruitment and training of new and existing volunteers create a Volunteer Development and Management Plan including exploring any roles that may require reimbursement maximise use of time: create training opportunities and information sharing at existing events or trainings when families and potential volunteers are already there Establish a volunteer induction process and kit for new tournament volunteers, to be conducted on tournament day (2.1.5) 	More members contribute to the sport in a volunteer capacity. Diversified age group and background.	CoM, SDO	Yr1: Establish/pilot Yrs 2, 3: Review & implement	Seek SRV funding Annual Calendar
1.3.2 Host regular "kaizen community sessions" where clubs and/or coaches engage with COM and discuss issues and share ideas.	Build trust and demonstrate open and inclusiveness	CoM, AO	2-3 per year Yrs 1, 2, 3	Annual Calendar Marketing Communications Plan
1.3.3 Celebrate judo annually , bringing our community together with awards, recognition of community contributions (reconnect after COVID) <ol style="list-style-type: none"> Determine format each year (purpose, theme, run sheet) Set date and confirm location (online if not possible in person) Ensure enough people help to deliver a great event 	A more connected and valued community	AO, CoM Sub committees JA	Annually	Annual Calendar Marketing Communications Plan
1.3.4 Maximise opportunities when community is together (competitions, training, classes), to build connections and capacity by sharing information through information sessions and / or posts with families and spectators around: <ol style="list-style-type: none"> volunteer opportunities what to expect at competitions training on judo's 'way' 	A more connected and informed community	Janet to lead Tournament committee to include in review	Year 2 and beyond	Annual Calendar

Priority 2: Improve, expand and increase judo participation and competition experiences (Jita-Kyoei)

Judo Victoria will improve, expand and increase participation and competition experiences of judo in Victoria, delivering strong, positive and inclusive judo experiences, every time.

What success looks like in 2024 (2025?): Together with the judo community, an extensive review of judo competitions in Victoria has been undertaken, resulting in several actions and initiatives which have improved and supported the expansion of opportunities for the judo community to participate and compete in strong, positive and inclusive judo experiences. There are a growing variety of ways for people to participate in a formal or recreational format, catering to diverse age ranges, gender, abilities, backgrounds and skill levels. The expansion of opportunities includes geographic diversity, enabling more people to participate throughout Victoria. Tournament volunteers clearly understand their role and a growing number of younger judo community members are involved in helping competitions run smoothly.

	Strategy	2024 Targets
2.1	Understand our membership and the impact of our programs and tournaments, including capturing data around pathway progression, underrepresented groups and tournament participation	<ul style="list-style-type: none"> • Annual increases in satisfaction rates of competitions (Annual Survey) • Establishment of a tool to gather and measure membership demographic data (age, gender, cultural background, ability etc) • Establishment of a tool to gather and measure competition data and outcomes • Establishment of a tool to gather and measure recreational participation data • Establishment of a tool to formally capture Judo elite pathway development (state, national, international, Olympics)
2.2	Improve tournament experience for JVI-organised events	<ul style="list-style-type: none"> • 40% increase in the number of judokas participating in competitions (based on pre-COVID numbers) • 30% increase in the number of people volunteering with competitions • Annual increases in satisfaction rates of competitions (Annual Survey)
2.3	Expand opportunities for recreational participation through existing and new programs, with particular focus on underrepresented and vulnerable groups in the community (<i>diversity and inclusion</i>)	<ul style="list-style-type: none"> • Launch of a recreational / Kata tournament model • A program exists to encourage more female participation in the sport • A less formal program for young participations exists within the existing competition structure • 30% increase in the number of non-club Judo classes (Judo4Kids, schools, universities, seniors, all abilities, rural/remote programs, CALD, other)

PRIORITY 2, Strategy 2.1: Understand our membership and the impact of our programs and tournaments, including capturing data around pathway progression, underrepresented groups and tournament participation

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
2.1.1 Formalise data collection of <i>membership</i> to help JVI measure, benchmark, and improve: <ul style="list-style-type: none"> a. capture existing data relating to JVI members, club members, tournament entrants, gender breakdown, cultural background, geographical location etc b. capture program data (number of participants in Judo4Kids) c. measure and report on at CoM meetings (build into agenda) 	Provide clarity around membership today, where growth opps are and measure actual growth. Formalised process to measure and track growth through the establishment of benchmark data	AO, CoM, Registrar, JA	Year 1: capture (build into membership sign up)	Membership sign up Annual Survey Annual Calendar CoM Agenda JA Database
2.1.2 Formalise data collection for <i>tournaments</i> to help JVI measure, benchmark, and improve: <ul style="list-style-type: none"> a. capture existing data relating number of participants, gender split, age breakdown, running time of events, time delays and overruns, number of volunteers b. use data to inform Tournament Review Committee's work (2.2.1) c. measure and report on at CoM meetings (build into agenda) d. share benchmarks, KPIs and results with community 	Build trust and demonstrate open and inclusiveness. Formalised process to measure and track growth through the establishment of benchmark data	Jason	Year 1: developed in 2021 ready for action in 2022	SurveyMonkey Annual Survey Annual Calendar CoM Agenda
2.1.3 Formalise data collection of JVI members who move through the <i>sports elite pathway</i> represent Victoria (state), and move through to compete at national, international and Olympic level. <ul style="list-style-type: none"> a. Share these stories in Marketing Communication activities and draw on for mentor program and to inspire young players. 	Capture success of JVI clubs and coaches to develop high performers. Provides material to promote the sport.	CoM, High Performance Committee?	Year 2	Marketing Communications Plan JA pathways

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
2.1.4 Using the membership data, and through the inclusion of specific questions in the Annual Survey, reflect annually on the impact on underrepresented and vulnerable groups through: <ol style="list-style-type: none"> a. impact by number of people experiencing the benefits of judo b. anecdotal reflections from members around the benefits of judo on their lives c. coach reflections at coach network opportunities d. number of people moving through recreational to competition to elite pathway 		CoM	Annually at October CoM meeting	Membership data Annual Survey Coach network opportunities CoM Annual Calendar Can inform grant applications and Marketing Communications Plan

PRIORITY 2, Strategy 2.2: Improve tournament experience for JVI-organised events

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment, budget)
2.2.1 Undertake and implement a JVI Tournament Review & Recommendations ; aim to improve experience and consider expanded options for diversity of skills and ages <ul style="list-style-type: none"> a. Establish Tournament Review Committee; b. Committee to develop a set of recommendations through consultation with the judo community (and beyond) to identify key areas that require improvement and development (utilise survey data collected through strategic plan) c. Develop an action plan setting clear timelines and responsibilities to deliver against recommendations d. Committee to provide regular feedback to CoM and members on progress and activities e. Committee to be guided by JVI's Promise, Values, Strategic Goals and Vision 	Set of recommendations to improve tournament execution and experience. Action Plan to guide the improvement of tournament execution and experience (including looking at opportunities for young people to participate in less formal competitions at existing tournaments)	1 person heads this... Appoint a leader and a review committee Set a time line for the committee to report Ongoing review process Sports Development Officer Tournament review committee Sport Development Officer	Year 1 Year 2 Year 3 Yr1: 6 months planning Yrs 1,2,3: implementation	JVI's Promise, Values, Strategic Goals and Vision Strategic Planning survey data Seek funding for review and implementation of recommendations (JA?) Could look at a sports consultant to support the review?
2.2.2 Explore the development and implementation of a system of recreational / interclub competitions auspiced by JVI to sit under our state organised competitions	Inter-club competitions are formally recognized, supported and promoted by JVI	Tournament Review Committee – explore SDO and CoM to implement	Year 1: Explore Year 2/3: Implement	
2.2.3 Develop an Annual Calendar capturing events, tournaments and all other activities for JVI <i>(and clubs?)</i> <ul style="list-style-type: none"> a. Look to build on the calendar of events each year, building up to more regular competitions throughout the year 	A well-informed community More opportunities to compete (2.2.2)	AO, CoM, Tournament Review Committee	Annually Develop Yr1 and build upon	Marketing Communications Plan
2.2.4 Establish a volunteer induction process and kit for new tournament volunteers, to be conducted on tournament day (links to 1.3.1 Volunteer Management Plan)		CoM, Tournament Review Committee, AO	Year 1: Develop Year 2: Implement	

PRIORITY 2, Strategy 2.3: Expand opportunities for recreational participation through existing and new programs, with particular focus on underrepresented and vulnerable groups in the community (diversity and inclusion)

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? (i.e. clubs, coaches, volunteers, JA, SRV)	TIME (Year 1, 2 or 3)	RESOURCES (staff, consultants, facilities, equipment)
2.3.1 Continue to deliver, promote and grow the Judo camps for kids (connect with past camp attendees and share their journey in judo and how the camp impacted their story)	More kids are enjoying a deeper connection to judo.	Sandy Need to look at COVID safe procedures and costs	Annually	Annual Calendar Marketing Communications Plan
2.3.2 Pilot recreational, all ages, Kata events within existing tournaments and at new opportunities		Michelle, Kata Committee, CoM (commitment)	Year 2/3	Marketing Communications Plan
2.3.3 Actively promote Judo 4 Kids in school networks and with coaches, through an agreed partnership with JA a. Determine and agree JVI's role v JA's b. Share information with clubs and coaches c. Connect with Principal and PE teacher networks (Marketing Communications)	More kids are being introduced to judo.	Michelle Coaching committee (training coaches on delivery of program)	Yr1: refocus Yrs 2,3: build upon	Marketing Communications Plan
2.3.4 Actively promote and support the inclusion of women in judo , looking for ways to build their connection and keep them engaged at all stages of life	More women doing judo for longer		Yr 1: plan Yr 2: actively promote	Marketing Communications Plan
2.3.5 Explore new opportunities to diversify judo participation and membership , including: a. all ability judo classes (incl connecting with blind and sight impaired community) b. judo classes in universities c. judo classes for older people d. rural / remote programs (introduction, club satellite class, events etc)	Programs expand; more people are doing judo across Victoria	SDO, Coaching committee Build into coach education and training sessions and club development workshop series	Yr 2, 3	Marketing Communications Plan Speak to clubs and coaches already having success in this area
2.3.6 Explore opportunities to support clubs and coaches to connect with more and underrepresented CALD communities in their area: a. connect with CALD specific network groups to learn, gather resources and explore levels of interest and connection b. provide support to clubs on how to reach out and build connections with different groups, including how to	Judo's membership is richly diverse		Yr 2, 3	Marketing Communications Plan

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment)
connect with their LGA to better understand the demographic of their area (links to 1.2.1 club development workshops and 1.2.2 bank of resources)				
2.3.7 Explore opportunities for judo to be a foundational sport , partnering with other sports to promote the benefits and skill development gained from judo a. Draw on sporting networks and create new relationships with other sports and martial arts	Judo is introduced to more people through new networks of people already interested in sport	SDO	Yr 3	Marketing Communications Plan

Priority 3: Sustainable improvements in governance, visibility and operations (Kaizen)

Judo Victoria will take a sustainable approach to improving and investing in the governance and operations of the sport, guided by good governance principles, and will share the benefits of judo through a considered marketing plan to inspire more Victorians to know about and connect with judo.

What success looks like in 2024: JVI’s governance and operations reflects good governance principles; guided by its strategic plan. Sufficient succession planning has been undertaken to enable future generations to step up and be involved in governing the sport of Kodokan judo in Victoria. The organisation has made considered investment in areas which will provide the most significant return for the sustainability and development of the sport, including human capital and a facility where the judo community can come together to connect, train and compete. We continue to seek grants and other sources of income to support our growth and development. Through a considered marketing and communications plan, judo as a sport has gained greater visibility among both potential participants and partners who are interested in helping Kodokan judo thrive. More people are choosing to become a member of the Victorian Kodokan judo community.

Strategy	2024 Targets
3.1 Improve our governance and operations, using good governance principles and a commitment to excellence in financial management	<ul style="list-style-type: none"> • All JVI policies have been reviewed and revised and additional policies created to comply with current legislative and good governance requirements • JVI reports to its membership on their progress against the strategic plan at least annually • An annual increase in the percentage of JVI members report their membership adds value to their Judo experience • 20% of JVI committee members are new • JVI’s workforce has increased and sustainably supports the growth and development of the sport • JVI has diversified income streams and continues to invest in the sport
3.2 Promote our sport to existing and potential people, and build partnerships to help sustain the sport moving forward	<ul style="list-style-type: none"> • 2 new sponsorships have been secured • 1 new cross-sport partnership has been brokered • 30% increase in JVI membership
3.3 Secure a permanent training and competition space for Judo	<ul style="list-style-type: none"> • A permanent training and competition space has been secured

PRIORITY 3, Strategy 3.1: Improve our governance and operations using good governance principles and a commitment to excellence in financial management

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? (i.e. clubs, coaches, volunteers, JA, SRV)	TIME (Year 1, 2 or 3)	RESOURCES (staff, consultants, facilities, equipment)
3.1.1 Complete and share our strategic plan: a. Finalise and upload on website b. Share with our community (launch at AGM, email to members, Facebook post with link to website) c. Share with JA d. Share with government bodies (VicSport, SRV, VicHealth) e. Share with partners, suppliers and sponsors	We create accountability, demonstrate our commitment and professionalism and bring our community along the journey	CoM, AO	November '21	
3.1.2 Build regular review of Strategic Plan into processes: a. CoM meeting agenda reflects the priorities and includes reporting against the strategies and actions (action list) b. CoM meeting dedicated to annual review of progress in Strategic Plan	We ensure progress against the Strategic Plan	Governance Committee	Annually	Annual CoM Calendar
3.1.3 Create an Annual CoM Calendar to capture all annual activities the CoM should undertake <i>eg policy register review; strategic plan review; CoM succession planning, skills gap analysis and recruitment; HR reviews; good governance checklist; governance training, evaluate Com performance; AGM; budget approval; position descriptions etc</i>	CoM meetings are guided by GG principles. Succession planning is built into an annual process.	CoM, Governance Committee Look at number of meetings per annum	Year 1, guides monthly meetings	Annual CoM Calendar External training for CoM around good governance practices
3.1.4 Conduct a policy audit and fill gaps: a. Establish a policy register to capture complete list of policies including review dates / cycle b. Ensure all policies exist, are current and reflective of our sport and membership needs c. Include annual policy review in Annual Board Calendar	JVI has a complete, and updated suite of policies	Neville / Secretary Governance sub-committee	Underway	Annual CoM Calendar Policy Register
3.1.5 Create a new CoM agenda that reflects: a. Strategic Plan Priorities and benchmarking i. Look at the committees, projects and activities that sit under each priority b. Annual Board Calendar	CoM are effective and guided by the strategic plan	Secretary, AO	Year 1	CoM Meeting Agenda

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES <i>(staff, consultants, facilities, equipment)</i>
c. Good Governance Principles				
3.1.6 Review and fill HR gaps with staff and/or volunteers: a. Sports Development Officer – paid role (responsibilities captured throughout Strategic Plan) i. develop PD ii. set budget iii. advertise and recruit b. Event support (mat set up) – paid / volunteer? c. Marketing Communications (look at a uni student from within our community - placement and project based)	A complete team to action Strategic Plan	Robyne/ Daniel / Jason	Year 1 SDO is a priority	Position Description (SDO) Role Overviews (Event support, MarComms support)
3.1.7 Invest in professional development for committees a. Governance training b. Create an induction kit and identify induction needs c. Sub committees have Terms of Reference to guide their activities and report regularly through to the CoM		Governance committee	Year 1 ,2 &3	
3.1.8 Create a CoM role that regularly looks at what's happening outside of us (strategy) and how it can benefit us (VicSport)	PD exists, person holds role	Miki	Year 1	
3.1.9 Ensure the annual budget considers: a. Diversified income streams (including membership fees, grants, sponsorship, tournaments and events, merchandise etc) b. A culture of considered investment back into the sport c. Reserves, that balance with point b above	A budget that balances income with investment back into the sport		Annually	Budget

PRIORITY 3, Strategy 3.2: Promote our sport to existing and potential people, and build partnerships to help sustain the sport moving forward

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? (i.e. clubs, coaches, volunteers, JA, SRV)	TIME (Year 1, 2 or 3)	RESOURCES (staff, consultants, facilities, equipment)
3.2.1 Develop a Marketing and Communication Strategy and Action Plan (Marketing Communications Plan) that includes: <ol style="list-style-type: none"> A strategic approach to guide all activity Internal communication channels and activity* (existing membership and community) (add a 'building club and coach skills' section in JVI newsletter) External promotion and communications (campaigns, collateral, channels) (potential participants and new program partners) Program and population promotion (links to 2.3.1-2.3.7) Relationships building opportunities (partners/sponsors, JA, government and peak bodies) Ambassador or Patron program Welcome packs for new members Celebrating our heroes (links to 1.3.3) Marketing Packs for Clubs (links to 1.2.1 and 1.2.2) 	JVI has a planned approach to keeping members connected and reaching new members. Clubs are well resourced and empowered to market and promote themselves.		Year 1	Marketing Communications consultants to develop Marketing Communications student / placement to implement? Marketing Communications Plan
3.2.2 Identify and leverage existing and potential partnerships to support the growth and development of the sport: <ol style="list-style-type: none"> Approach ANZ to see how they can support JVI financially Explore options with Community Bank to build relationship Explore ways to build visibility and understanding of judo among LGA's as a sport to promote to their communities 	JVI is recognized, known and supported by more than those who participate in it.		Year 2,3	
3.2.3 Create clarity around role of JA and how it intersects with, and supports, JVI (and what it doesn't include) so that we can seek to work together for a mutually beneficial outcome eg support around referee development	Clarify and strengthen the working relationship between state and national bodies	AO, JVI Sub committee chairs	Ongoing	
3.2.4 Actively advocate for the sport to government and peak bodies (raise awareness through attendance at sport events, grant seeking, partnering with clubs to reach LGA's, program development etc)		SDO, Secretary, President	Year 2, 3	

*Internal communication channel: newsletter/bulletin should include areas of interest to members like

- Updated info re tournaments, programs and activities with stories and images
- Technical knowledge page
- Q & A page
- Spotlight of volunteers
- Coach information and qualification details
- Celebrating achievement (grading, service etc)

PRIORITY 3, Strategy 3.3: Secure a permanent training and competition space for Judo

ACTIONS <i>What you'll do to achieve your vision and deliver against the strategy</i>	OUTCOME	WHO ELSE IS INVOLVED? <i>(i.e. clubs, coaches, volunteers, JA, SRV)</i>	TIME <i>(Year 1, 2 or 3)</i>	RESOURCES (staff, consultants, facilities, equipment)
3.3.1 "Find a home" – lease, rent or buy a permanent venue to be used for tournaments, squad training, meetings, seminars, external/internal hire a. Establish a sub-committee to explore options, needs and challenges including financials, legalities, benefits, challenges, partnership opportunities, space requirements and usage etc b. Create a Business Case to guide the process	We have our own, permanent space	CoM, SRV, VicSport, LGA (financial partner) Malcolm / Miki	Year 3	