



This strategic plan is aimed at improving the business direction of the JFAQ by addressing a number of evident issues. It was developed in workshops with JFAQ officials, club representatives and JFAQ members during 2014. The plan aims to outline achievable strategic objectives for the guidance of officials and the members. The plan is a living document and needs to be reviewed at least annually for continued relevance.

## Key strategic questions

---

### Why does the JFAQ Exist?

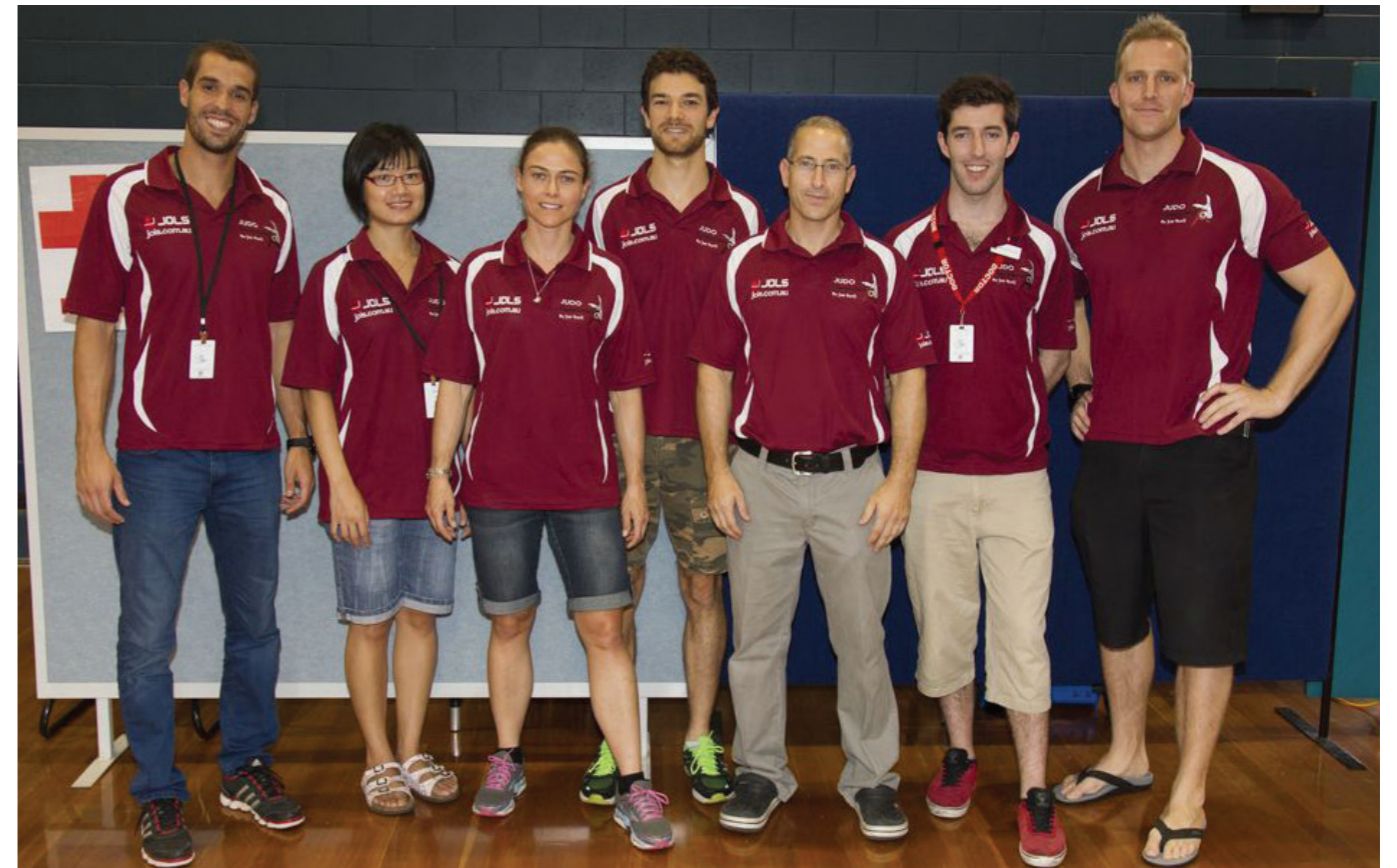
The Purpose of the JFAQ is the Promotion of Judo in Queensland on behalf of the parent body, the JFA.

### What does JFAQ seek to do?

The Mission of the JFAQ is to develop and promote Judo through our clubs and members.

### How JFAQ views success?

The Vision of JFAQ is to see Judo become a way of life and a part of the mainstream of sport in Queensland.



# This strategic plan suggests the pursuit of the following four goals

1. Keep JFAQ a financially viable and effective business with a business model understood by its members.
2. Growth of the sport and practice of Judo.
3. Development of a unified team of Queensland clubs with shared values.
4. Make JFAQ Judo into great Judo.

The purpose of espousing these goals is to provide a tool for decision making by the JFAQ board and its committees: if the proposed action is not consistent with or supportive of these Goals, the proposal should not proceed. For further guidance each Goal is supported by a number of Strategic Objectives which when achieved, should allow the Goal itself to be achieved.



## JFAQ strategic objectives

<p><b>Goal 1</b> Keep JFAQ a financially viable and effective business with a business model understood by its members</p>	<ol style="list-style-type: none"> <li>1.1 Establish Transparent Financial Processes</li> <li>1.2 Ensure provision of services by JFAQ is within budget</li> <li>1.3 Adopt standard company operating practices (see Corporations Act 2003)</li> <li>1.4 Ensure rules, policies and roles of JFAQ &amp; its Clubs are understood &amp; applied</li> </ol>
<p><b>Goal 2</b> Growth of Sport and Practice of Judo</p>	<ol style="list-style-type: none"> <li>2.1 Promote additional service offerings by Clubs</li> <li>2.2 Manage Govt/Industry Assistance Opportunities</li> <li>2.3 Understand the martial arts sport business &amp; improve Judo marketing</li> <li>2.4 Encourage &amp; facilitate coaches to earn a living from Judo activities</li> </ol>
<p><b>Goal 3</b> Development of a unified team of Queensland clubs with shared values</p>	<ol style="list-style-type: none"> <li>3.1 Focus the activities of JFAQ onto Clubs &amp; their provision of Judo</li> <li>3.2 Promote &amp; use available Club resources</li> <li>3.3 Promote a co-operative approach amongst member clubs</li> <li>3.4 Promote positive organizational values</li> </ol>
<p><b>Goal 4</b> Make JFAQ Judo into great Judo</p>	<ol style="list-style-type: none"> <li>4.1 Define and apply the expected roles of JFAQ officials, clubs and coaches</li> <li>4.2 Develop our people to deliver better Judo</li> <li>4.3 Develop and market the JFAQ/JFA brand</li> <li>4.4 Ensure a safe sport</li> </ol>

# JFAQ Tactical Plan

The purpose of the following Tactical Plan is to suggest operational activities that will support the achievement of the Strategic Objectives outlined in the Strategic Plan. An Operational Plan arises when these tactical activities are provided with funding in a budget.

Strategic Objective	Proposed Tactic
1.1 Establish Transparent Financial Processes	1.1.1 Develop and publish an annual budget covering the income and costs of the oncoming financial year. 1.1.2 Report expenditure against the budgeted expectation at every board meeting, noting movements. 1.1.3 Adopt a standard financial package that will facilitate auditing.
1.2 Ensure provision of services by JFAQ is within budget	1.2.1 Avoid centralisation of functions on grounds of expense until sufficient financial capacity. 1.2.2 Adopt a sub-committee system of volunteers to undertake initiatives to promote and improve Judo and ensure outputs are published when approved. 1.2.3 Publish roles of sub-committees and personnel on web site. 1.2.4 Provide web based resources summarising common Judo issues (coaches and clubs can print off and use). 1.2.5 Routinely seek volunteer assistance for improvement projects from Clubs and coaches. 1.2.6 Where possible, use Club based resources for events rather than centralised.
1.3 Adopt standard company operating practices (see Corporations Act 2003)	1.3.1 Position JFAQ under standard Corporations Act approaches for future proofing and avoiding the need to re-discover governance solutions widely understood in business. 1.3.2 Promote awareness of corporate compliance issues such as OH&S, Discrimination, roles of directors for new directors and club officials.
1.4 Ensure rules, policies and roles of JFAQ & its Clubs are understood & applied	1.4.1 Document the services JFAQ can provide to Clubs and coaches. 1.4.2 Document the role of the full range of positions needed to run and support Judo in Queensland and what qualifications are needed and how to obtain them.

Strategic Objective	Proposed Tactic
2.1 Promote additional service offerings by Clubs	2.1.1 Recognising that Clubs are the Judo service providers, encourage clubs to expand their class offerings. 2.1.2 Document and promote the various opportunities for Clubs to expand their offerings. 2.1.3 Provide explanations on web site for clubs on how to enter the AASC after school market. 2.1.4 Provide printable coaching curricula and explanatory joining information on website.
2.2 Manage Govt/Industry Assistance Opportunities	2.2.1 Provide ongoing advice (web or annual courses) on how to apply for government grants. 2.2.2 Provide links and examples of successful assistance projects on website.
2.3 Understand the martial arts sport business & improve Judo marketing	2.3.1 Understand the business model of other martial arts and encourage Clubs to emulate their successes. 2.3.2 Promote Judo as a way of life allowing more emphasis on non competitive aspects. 2.3.3 Explore and expand opportunities of joint membership with other community organisations active in the indoor sports market such as PCYC and YMCAs.
2.4 Encourage & facilitate coaches to earn an income from Judo activities	2.4.1 Arrange courses for coaches in how to run women's self defence, fitness through Judo, old folks judo, after school judo, children's judo, Classes for Growing Old Dangerously(BCC) and RAW (Real Action Women). 2.4.2 Encourage clubs and coaches to provide classes to the "uncompeting" segment of the martial arts market to raise revenue and awareness of competitive judos. 2.4.3 Seek opportunities in the PT instructor market and train the instructors in basic moves.

# JFAQ Tactical Plan cont...

Strategic Objective	Proposed Tactic
3.1 Focus the activities of JFAQ onto Clubs & their provision of Judo	<p>3.1.1 Adopt the concept, that as a company, our Clubs are our shareholders &amp; work to maximise shareholder value.</p> <p>3.1.2 Encourage clubs to run competitions and interclub visits at which grading points can be achieved.</p> <p>3.1.3 Facilitate Club buy in to JFAQ activities by more frequent communication and solicitation of assistance.</p>
3.2 Promote & use available Club resources	<p>3.2.1 Use Club resources wherever possible in provision of events, courses and curricula development.</p> <p>3.2.2 Encourage Clubs to run specific grading courses and invite other clubs.</p> <p>3.2.3 Encourage Clubs to run train the trainer courses and organise provision of subject experts as support.</p> <p>3.2.4 Explore the justification of the building of a central Dojo and the provision of specialist technical and competition capabilities against the Club centric model.</p>
3.3 Promote a co-operative approach amongst member clubs	<p>3.3.1 Promote Judo values as an integral part of being in the sport, in competition and administration.</p> <p>3.3.2 Ensure board members understand the need to operate with organisational values in mind.</p> <p>3.3.3 Encourage the concept of a team of Clubs working to achieve the improvement of Judo through the JFAQ as the co-ordinating body.</p> <p>3.3.4 Document corporate compliance issues and ensure Clubs understand the need &amp; costs of providing these centrally.</p> <p>3.4 Provide a "suggestions" capability on website and be seen to follow up (include a proforma).</p>
3.4 Promote positive organizational values	<p>3.4.1 Promote the idea that everyone should be professional in dealings with all aspects of JFAQ activities.</p> <p>3.4.2 Treat everyone with fairness and dignity and promote mutual respect.</p> <p>3.4.3 Be honest and ethical.</p> <p>3.4.4 Accept accountability for our actions and do what we say.</p> <p>3.4.5 Look for continuous improvement and new ways of doing things.</p> <p>3.4.6 Strive to create a team of people promoting Judo, support others on the team and collaborate in achieving the goals of Judo.</p>

Strategic Objective	Proposed Tactic
4.1 Define and apply the roles expected of JFAQ, coaches, officials and clubs	<p>4.1.1 Document the responsibilities of Clubs, Coaches, officials and the JFAQ.</p> <p>4.1.2 Ensure the boundaries of the roles are understood and applied.</p> <p>4.1.3 Examine roles of sub-committees annually to see if they need to continue or otherwise be changed.</p> <p>4.1.4 Explore the role of JFAQ in providing a central Dojo and centralised courses.</p>
4.2 Develop our people towards provision of better Judo	<p>4.2.1 To facilitate a decentralised state team training approach, specify a minimum requirements capability list for people on the team that they can work towards in their home Club.</p> <p>4.2.2 Develop a curriculum based on experience that teaches Judo as "Fun for Kids".</p> <p>4.2.3 Organise training for coaches in each area of judo training.</p> <p>4.2.4 Publish the NCAS curriculum &amp; promote use.</p> <p>4.2.5 Arrange more Kata training.</p>
4.3 Develop and market the JFAQ/JFA brand	<p>4.3 Periodically bring all committees together for development and alignment training.</p> <p>4.3.1 Look for publicity avenues to promote the concept of Judo as a mainstream sport and as a way of life.</p> <p>4.3.2 Establish an email list of all known past and current Judoka (with opt out option) and encourage interaction and volunteering on appropriate tasks.</p> <p>4.3.3 Look for opportunities for focussed advertising or publicity to get the messages of Judo out to general public.</p> <p>4.3.4 Develop "Judo as a sport and way of life articles" within the website for "newbies" who are considering the sport.</p> <p>4.3.5 Promote Judo Shiai as an Olympic sport for high level performers.</p> <p>4.3.6 Promote Judo Kata as a "gentler" level of competition.</p> <p>4.3.7 Periodically bring all JFAQ committees together for development and alignment training.</p>
4.4 Ensure a Safe Sport	<p>4.4.1 Document&amp; update annually advices about what JFAQ insurance covers.</p> <p>4.4.2 Document advices about what insurance coaches need to teach non JFAQ members in their Clubs and where these can be obtained.</p> <p>4.4.3 Run training courses about member safety and include in any education sessions (how to treat blood, sores, fingernails, jewellery).</p> <p>4.4.4 Ensure coaches are updated with any changes to OH&amp; S, discrimination laws that may occur.</p> <p>4.5 Periodically bring all committees together for development and alignment training.</p>

