



NI Judo Strategic Plan

2017-2021

Northern Ireland Judo Federation Vision

'NI Judo: an inclusive organisation where everyone is given the opportunity to participate, progress and perform.'

Northern Ireland Judo Federation Mission Statement

'Drive, deliver and develop the sport of Judo in Northern Ireland'

Courtesy
Courage
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Honesty
Honour
Modesty
Respect
Self-Control

Strategic Objectives

- Objective 1 To increase membership numbers
- Objective 2 To develop the framework to allow members to progress along their chosen pathway
- Objective 3 To support members to achieve at their highest chosen level
- Objective 4 To create a good governance system to support and underpin the framework of our organisation

Key Values and Principles

- Integrity** Being accountable and transparent in everything we do
- Respect** A core value of our sport – respecting and recognising every one’s contribution without criticism or abuse.
- Communication** Ensuring that we have strong channels of communication from NIJF to its membership and that we actively listen to feedback and action appropriately
- Leadership** Provide a strong and clear direction of where we as a Federation are going and the steps we plan to take to achieve this
- Teamwork** Driving collaboration and partnerships with our key stake holders and recognising that everyone’s contribution has value

Our Aim

This strategy is one of growth, quality provision, performance and best practice governance. We aim to embed a clear pathway to provide the best opportunities for our judoka, volunteers, coaches and clubs to achieve their maximum potential and to establish judo as the most popular martial art in Northern Ireland. We aim to achieve 2-3 Medals at the Commonwealth Games in 2022 including one gold medal.

In order to provide us with the best platform for success in achieving our plan we intend to increase our membership base by 15% year on year and our number of registered A clubs by 25% by 2021.

With previously demonstrated high performance within female participation our aim is to continue to target females within judo and to ensure we have at least a 40% representation across our membership. As identified by British Judo Association research, there is currently a high drop-out rate in post-primary school children. Therefore, we also want to modify our targeted age range to retain more judoka within the 11-14 year age bracket.

Assisting in achieving the plan will be key governance and volunteer management targets to strive towards a recognisable standard which can be used for other sports to measure against. This plan is benchmarked against achievable and measureable goals and is reliant upon further establishing strong partnerships.

We aim to be the first Olympic sport in Northern Ireland to have a clearly defined performance pathway which is fully integrated into a dual representation route – by a strong and unified partnership with both British and Irish Judo.

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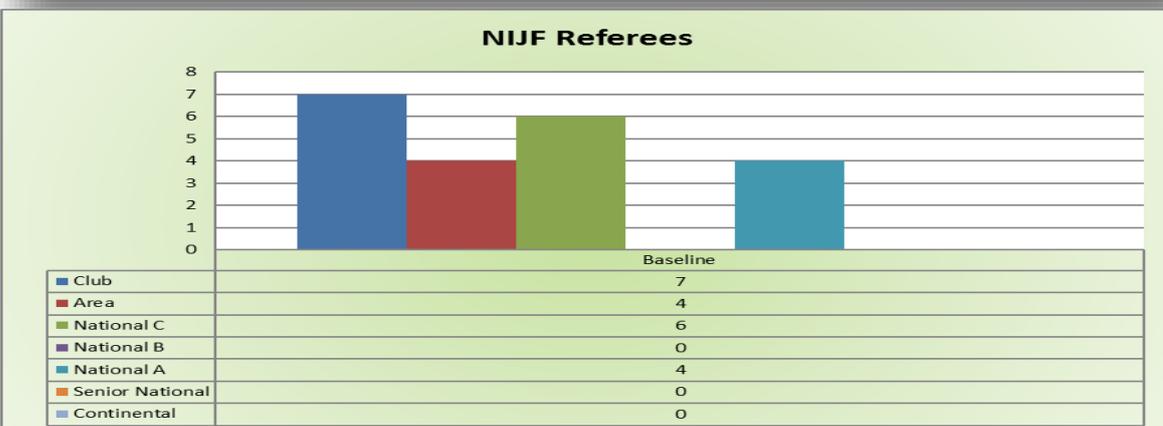
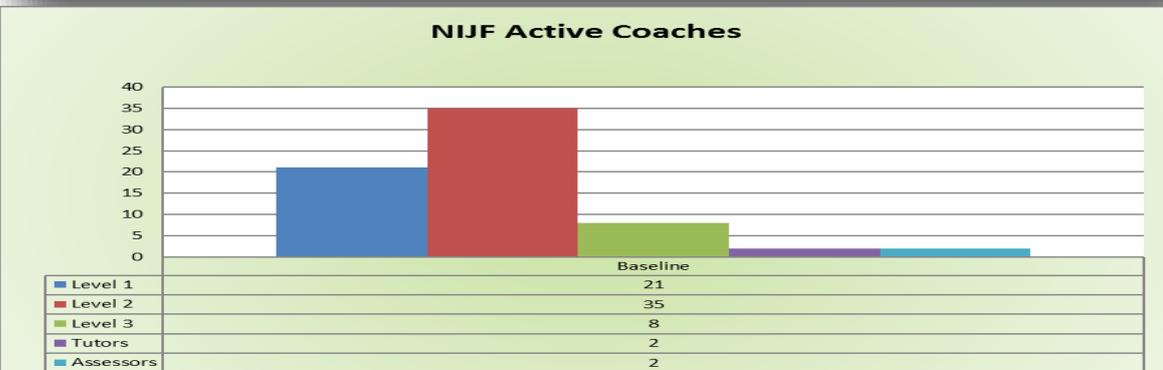
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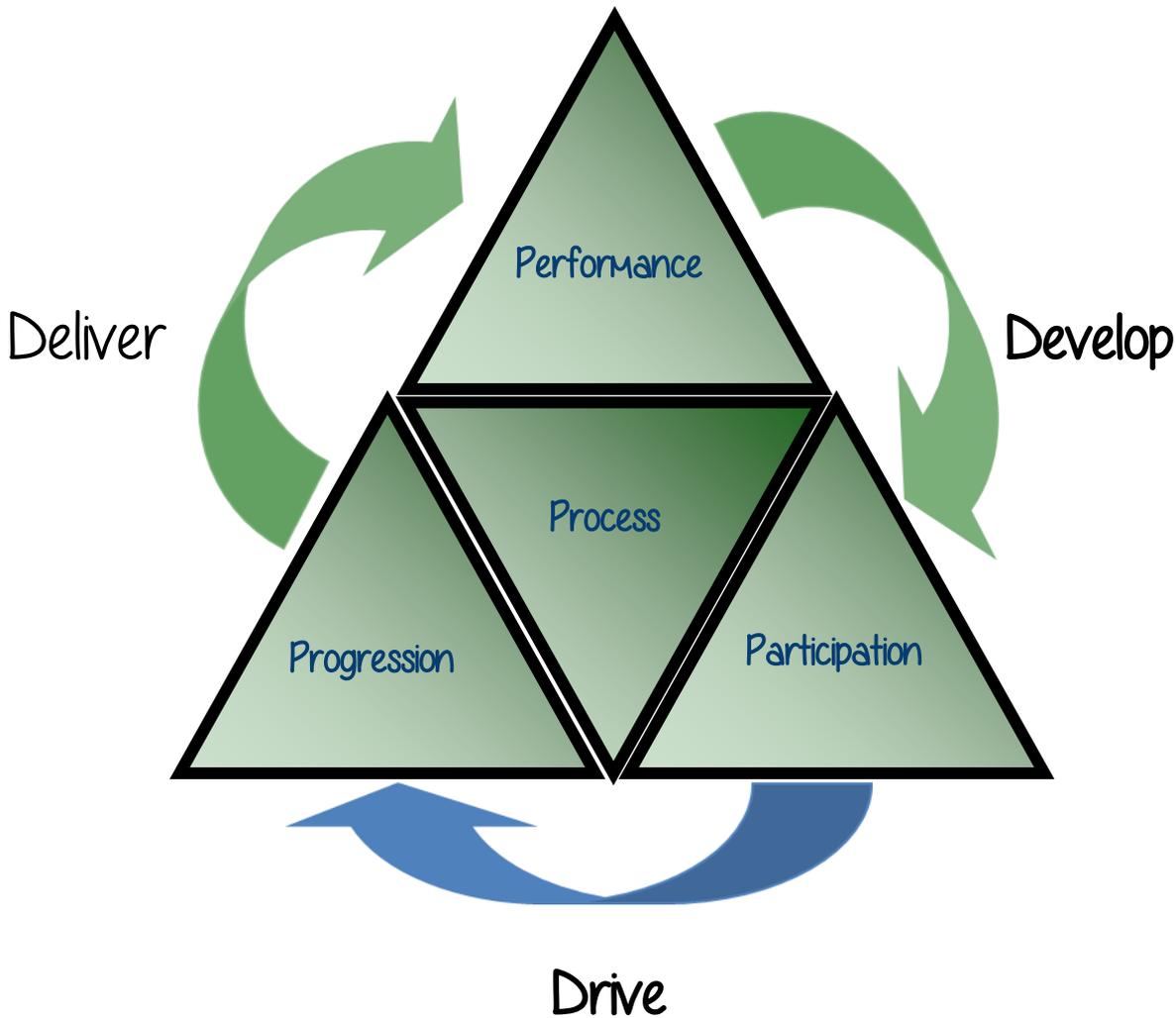
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Pillars of Excellence

Over the last 12 months the NIJF Executive Committee have spent time studying results from recent engagement sessions in the pursuit of our High Performance Strategy report, analyzing our current state analysis, undertaken executive committee strategic working sessions, reviewed current sports research and the strategies and direction of our stakeholder bodies including Sport NI and BJA, whilst continually keeping our SWOT analysis to the forefront of our mind.

The purpose of these activities were to define pillars of excellence around which we could derive strong, inclusive, focused strategies for the next four years, with a view to build excellence into our sport and support and develop our membership. These pillars will underpin all our activities moving forward and determine how we invest in our sport and our people.



Pillars of Excellence

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Introduction

The Northern Ireland Judo Federation are delighted to present this whole sport strategy.

Over the last four years we have continued to build strong relationships with both the Irish and British Judo governing bodies, in addition to establishing an integrated partnership with Sport NI. During this time, the NIJF has strived to become a best practice organisation for governance in sport, building a framework that has allowed clearly documented pathways for performance, participation, process and progression of volunteers. We have contributed significantly to the upturn of female and disabled participation in martial arts throughout Northern Ireland and continue to drive programs which have a meaningful and measurable impact on people's lives, engaging them and encouraging a lifelong enjoyment of sport in all its forms.

Our objective is to continue to support Sport NI's objectives and build an inclusive culture within our sporting community to allow our members the opportunity to participate, progress and perform to their maximum potential.

Supported by a firmly established judo network and integrating seamlessly into a dual representation performance stream alongside both the British and Irish Judo Associations, the NI Judo Federation is in a unique position to increase medal potential at National, European, Commonwealth, World and Olympic level.

Participation figures in judo in Northern Ireland have increased by 100% over the last five years .

Judo is one of only a handful of sports within Northern Ireland who have a clear, defined and integrated pathway to dual International representational honours via either the British or Irish Judo Associations .

Over the last year, through the introduction of targeted regional programs, judo has redefined its membership profile from 75:25 male to female ratio to a 63:37 ratio .

Over the last four years we have recruited and retained 80% increase in active Level 1 coaches, 15% increase in active UKCC Level 2 coaches and 50% increase in UKCC Level 3 Performance coaches.

Over the last four years we have had significant improvement in measured levels of governance as defined by our most recent Sport NI audit and are now considered best practice in many of the key governance areas.

Northern Ireland Judo has developed a clear and robust pathway for volunteers along several facets of the sport resulting in an over 50% increase of volunteers engaging and progressing along the technical and refereeing pathways.

Research carried out by the University of Dundee has postulated that judo can have a positive impact on the social, emotional and behavioral difficulties of disengaged young people.

Northern Ireland Judo has developed a clear and robust pathway for volunteers along several facets of the sport resulting in an over 50% increase of volunteers engaging and progressing along the technical and refereeing pathway.

Judo is one of over a handful of sports to consistently produce Commonwealth Medal results at every Games it has been included in. As of the next Commonwealth Games in 2022, Judo will now be included as a core sport, providing never before seen opportunity to consistently deliver results for Northern Ireland at every Commonwealth Games.

Our governing body, British Judo Association, has developed a clear World Class Performance Programme which has been recognised as one of the Top 3 submissions by UK Sport. Northern Ireland Judo Federation are fully integrated and aligned with this program .

We have a well-defined route map for identifying, developing and producing talent and performance until the next Commonwealth Games in 2022. SportNI invested in the creation of a comprehensive Performance strategy proposal which we are integrating into our overall strategy.

Over the last four years Northern Ireland has successfully hosted a National ranking event which has continued to attract the top British competitors and has increased in participation levels from 220 to 627 entries.

Northern Ireland continues to successfully host major championships such as the British Masters and the World Police and Fire Games – ran locally by our volunteers who use it as a personal development event. Our volunteers also continue to be invited to European level events.

In 2016, Judo won both Community Coach of the Year and Club Performance Coach of the Year.

Sport NI, NIJF, BJA and IJA invested this year in the creation of a Performance Lead role to help define, develop and implement our future performance pathway. This role is fully integrated into both the BJA and IJA performance pathways and the candidate is now helping to set the future performance direction for both bodies. The funding of this role by all three governing bodies and Sport NI is unprecedented within the Northern Ireland Sporting Community.

Sport NI funded a Performance Coach role and NIJF self-funded a second Performance Coach role in 2016 in order to accelerate our performance program and show how strongly we believe in our strategy being fit for purpose.

In 2016 the Northern Ireland Judo Federation signed a Home Nations Partnership agreement with the British Judo Association which clearly articulates British Judo commitment to Northern Ireland judo growth and performance, whilst also integrating us fully into their wider strategic aims and objectives.

In 2016 the Northern Ireland Judo Federation committed to the creation of a National Performance Centre and two regional performance hubs, fully supported by the British and Irish Judo Associations.

SWOT Analysis

In order to understand the best focus of our energies and drive the development of our strategic pillars it is imperative that we look at where we were, and where we want to go. To help us identify the best investment of time and funds we must baseline our current state whilst also calling out trends over our previous 5 years.

As a core task, when undertaking our strategy discussions, the Executive Committee, with feedback from the High Performance Strategy that was commissioned and delivered in June, carried out a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the organisation and highlighted key core factors as shown below:



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Introduction—Code of Good Governance

The Code of Good Governance sets out the principles and key elements of good governance for the boards of voluntary and community organisations. The Code was first launched in 2008 by the Developing Governance Group, following consultation with the voluntary and community sector which recognised the need to have its own principles of governance. While it is not mandatory, it has been widely accepted as the set of standards for governance practice in the sector. This second edition of the Code of Good Governance has been revised into five overarching principles following a review and consultation with the sector. The principles of leadership and effectiveness from the original Code have now been included as integral elements of each principle rather than as separate principles.

The Code was originally adapted from the Good Governance Code in England and Wales and this revised edition also takes note of the revisions to its second edition. The Developing Governance Group would like to acknowledge the work carried out by the Governance Hub and The Code Steering Group in England and Wales and for permitting the Developing Governance Group to use its Code as a framework for the Northern Ireland edition. The second edition of the Code of Good Governance in Northern Ireland has been produced by the

Developing Governance Group which includes infrastructure support organisations as well as those that provide support across the sector: ranging from early years and youth through to age, community development, sport, rural and the arts who each have a remit for improving governance practice in the organisations they work with.

The 5 Principles of Good Governance

Principle 1

An effective board will provide good governance and leadership by understanding its role and responsibilities.

Principle 2

An effective board will provide good governance and leadership by working well both as individuals and as a team.

Principle 3

An effective board will provide good governance and leadership by ensuring delivery of organisational purpose.

Principle 4

An effective board will provide good governance and leadership by exercising appropriate control.

Principle 5

An effective board will provide good governance and leadership by behaving with integrity and by being open and accountable.

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Leadership and Decision Making

We need to ensure that the leadership and administration of judo within Northern Ireland is fit-for-purpose and able to deliver the outcomes set out in this strategy.

At the Executive level the board is split into two groups – strategic (all board members) and tactical (core management group). These members are responsible for making all final decisions on financial, strategic, recruitment, selection and technical queries and for setting, guiding and reviewing the strategic plan targets and goals against implementation plans.

All members of the Board operate on a voluntary basis with length of time in office set between 1-3 years with maximum terms in office documented within the constitution. All members of the Board are voted in by the membership clubs within the organisation.

The day to day, operational management of the Federation is the responsibility of the tactical team – Chair, Vice-Chair, Treasurer and Secretary. They are also the liaison points with outside stakeholder groups such as SportNI, BJA, financial institutions and other judo federations such as IJA, WJA and SJA. In addition, they are responsible for validating “small amount” financial transactions (under £1000) and carrying out the goal-setting and performance management of the paid support staff.

Working on a fit-for-purpose foundation, our recent Performance Focus governance audit exposed some important gaps within our Board structure which, when addressed, will help us to build a more flexible, goals oriented, skills based workforce. In addition, we aim to address skills gaps within the Board itself and provide coordinated, results-driven induction and training of new workforce members in order to maximize our potential and effectiveness as a board. These induction and training activities will be tied to key performance indicators of a successful board and will include:

SportNI Governance network events

Good governance training

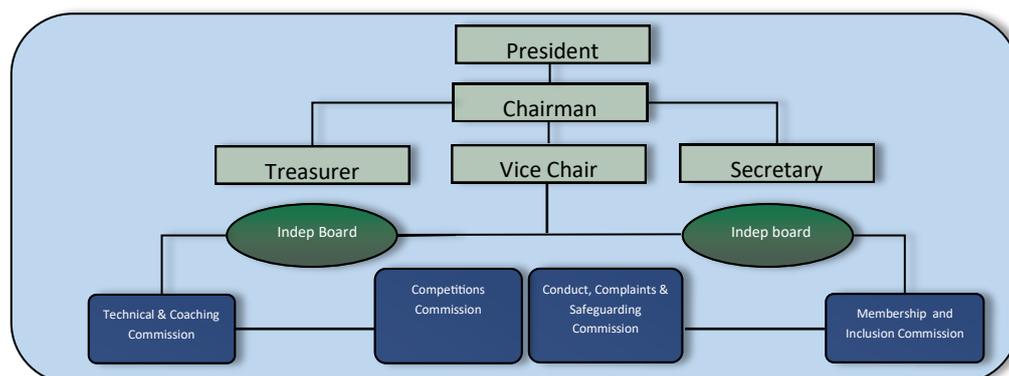
Board effectiveness training,

Annual board skills analysis and targeted Personal Development Plans

Financial management training

Below we can find the proposed future state of the Board and required support workforce. Please note at this point we envisage the Commissions to be voluntary, reporting Quarterly to the Board and having delegated authority from the Board.

Proposed Board Makeup



Company Limited by Guarantee

It is our intention that we move towards becoming a Company Limited by Guarantee in order to protect the members running the company from personal liability for the company's debts. This has been highlighted within our risk register and on our last four Performance Focus audits. If we move towards Company Limited by Guarantee, voting provision to the Board of Directors will still remain at the discretion of the membership clubs, who will elect officials to manage the Federation on their behalf. Members will still meet annually and will still be subject to the rules within the constitution, although it should be noted that this will need to be overhauled to ensure the organisation is fit for purpose.

A Company Limited by Guarantee will be listed as a private company and must have at least one Director, although it is our proposal that we have at least eight. The Board will have the right to pass resolutions for the company and they may set up sub-committees or commissions and delegate powers to them. They may also give particular Directors special responsibilities such as treasurer, secretary etc. Some Directors may be elected by the Board, particularly using an external talent pool with specialist skillsets for recruitment.

Our goal is that we undertake a complete revision of the constitution and with consultation of external sources to ensure we are fit for purpose, register as a Company Limited by Guarantee by the end of 2017 at the latest.

Board Effectiveness Training

With the Northern Ireland Judo Federation moving towards a Company Limited by Guarantee the existing Executive Committee will be replaced by Board Directors and with that comes more responsibility to our membership.

Investment within this area will need to be made to allow our Board members to function effectively and this will be done through continual Board training to ensure all our Directors are fully fit for purpose.

Training that shall be undertaken will enable our Directors to:-

Develop an in-depth comprehension of the scope and key pillars of corporate governance.

Effectively interpret the financial information to develop essential financial oversight for enterprise efficacy.

Enhance your understanding of the organisation's responsibility to the shareholders value and stakeholders wellbeing.

Gain contemporary perspectives of corporate governance best practices.

Effectively manage risk and develop more effective control mechanisms.

Develop an understanding of the legal provisions governing company management and administration.

Master the ability to transform your board into an effective functioning unit

Enhance leadership skills and develop strategic insights needed to respond to boardroom dynamics.

Develop interpersonal skills to enhance board dynamics and create constructive influence among multiple stakeholders.



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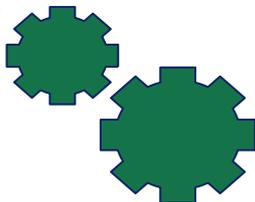
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Competition Commission

Main aim

To assist in the running of and give guidance for the running of events within Northern Ireland

To assist in the development and implementation of Referees and Technical Officials education and related programmes and initiatives outlined in the NIJF Strategic Plan 2017-2021



Technical and Coaching Commission

Main aim

To assist in the running of all revalidation events within Northern Ireland

To enhance the technical competencies of all level of coaches

To assist in the development and implementation of levels of coach education and related programmes and initiatives outlined in the NIJF Strategic Plan 2017-2021



Conduct, Complaints and Safeguarding

Commission

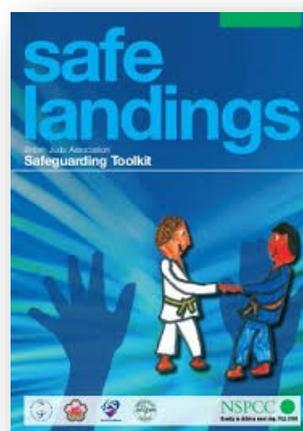
Main aim

To investigate any issues regarding Conduct of Coaches or membership.

To recommend to the Board any sanctions

To investigate any issues regarding safeguarding and recommend to the Board relevant course of action.

To ensure all policies and procedures are kept fully up to date



Membership & Inclusion Commission

Main aim

To listen to the membership and inform the Board of any concerns.

To inform the membership of any Board decisions.

To ensure Inclusion at all levels within our sport.



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Participation is the lifeblood of our organisation and is at the very foundation of each of our strategies.

Without judoka, parents, volunteers, technical officials, referees, coaches or even spectators, we have no basis to build a strong platform that will enable us to grow as a Federation, identify and progress talent along the various pathways and compete on an International stage.

In developing a new strategy we need to re-think the traditional ways of funding and growing participation in our sport. We need to embrace technology and appreciate the power it has to get people active. We need to consider how we make sure that everyone – no matter their background or motivations and regardless of their ability – has the opportunity to take part and achieve their goals within our sport. A key factor in this is to ensure that our sport is designed to meet the demands of consumers, who each have different motivations and engage with sport in different ways. We need to ensure that each strategy strand supports and integrates fully with each identified customer segment of our market.



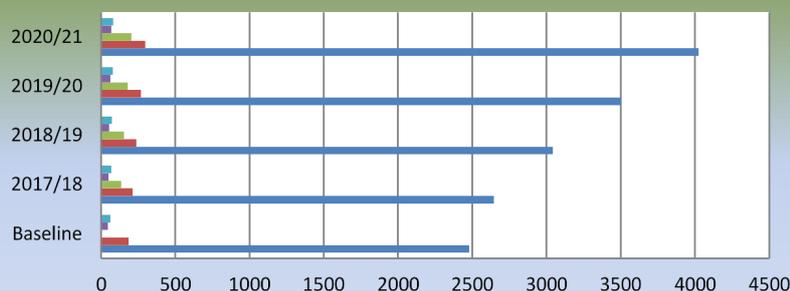
We also need to recognise the value of those participants who do not wish to be the next British or Olympic Champion, but instead wish to engage in their sport in order to help encourage or grow our future champions – either through coaching, officiating, organising, volunteering or even those who just want to take part and have fun.



As many of the roles within our sport involve an understanding of the discipline at a technical level, increasing participation levels within the environments of competitive or recreational judo is key.

Whilst we have a variety of methods to engage with our members and provide exit strategies and pathways into coaching, officiating and refereeing, as described in our baseline analysis, many of these roles have a pre-requisite technical grade associated at entry level.

Grow, sustain and retain membership



	Baseline	2017/18	2018/19	2019/20	2020/21
Increase Coaches	64	69	74	79	82
Increase Officials and Referees	46	50	55	63	69
Increase new membership 10% per year	0	135	155	180	205
Increase Club volunteers	185	213	238	270	298
Increase overall membership 15% year on year	2480	2645	3042	3500	4025

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Coaches Pathway

Good quality coaches in any sport is a must and we at NI Judo pride ourselves with very good quality coaches who deliver our sport day in and day out to hundreds of children and adults across Northern Ireland.

Judo is considered to be a sport for life, with those who come into coaching at an early age tend to remain in the sport for a long time, imparting their knowledge onto our young players and indeed coaches of the future.

Our coaches start at BJA Level 1 and can progress through the coaching ranks to UKCC Level 5, this takes dedication and hard work, something which our coaches in NI Judo have in abundance.

Our coaches are required to have a very good knowledge of the technical aspects of Judo for which there are many, from recreational Judo through to full competitive Judo, our coaches cover it all.

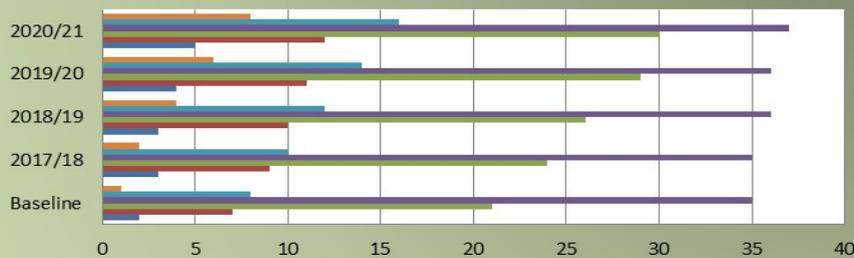
They are also required to have a sound knowledge of the rules and contest management to allow their players to be fully prepared.

We set our coaching standards high in NI Judo as well feel that the complexity of the sport requires high standards to be attained and indeed maintained through CPD.

We would like to encourage people within sport to take up a coaching role no matter how small.

Within Judo we have 3 grading schemes, the Mon grading system which is primarily for young children to age 16 and has 18 Mons. We then have the Kyu grading system which is for adults and has 6 Kyus , after that we are into the Dan grades for which there are 10 , going from 1st Dan Black Belt to 10th Dan Red belt therefore completing the grading cycle, a system from which are coaches our trained to deliver.

Recruitment, development and retention of coaches



	Baseline	2017/18	2018/19	2019/20	2020/21
Develop coaching mentors	1	2	4	6	8
Increase Level 3 UKCC coaches	8	10	12	14	16
Increase Level 2 UKCC coaches	35	35	36	36	37
Increase Level 1 UKCC coaches	21	24	26	29	30
Increase number of female coaches	7	9	10	11	12
Increase coach assessors/tutors	2	3	3	4	5



Neil Adams Effective Fighting

Neil Adams MBE needs no introduction, with a World Gold medal and Double Silver Olympic medals, his calibre speaks for itself. His constant pursuit of excellence has made him one of the best Judoka Great Britain has ever produced.

His knowledge around all aspects of Judo are second to none, and his ability to dissect a technique, look at all the component parts and then put it all back together again are exceptional.

That's why we at NI Judo have decided to invest in a 2 year program where Neil will deliver technical sessions to those selected coaches within NIJF. This program will further enhance and hone the skills of our coaches allowing them to pass the knowledge on, therefore setting a standard of excellence within NI Judo.

Those coaches selected will be required to deliver technical sessions to other coaches, giving them a base to be developed and protecting our coaching for the future generations.

From Level 1 coaches to Level 5 we should all be in pursuit of excellence.....

Recognition and Awards

Increased retention rates are essential to ensure we have the members progressing along the varying pathways and contributing to the NIJF in any manner. Much research has been carried out which indicates that recognition and rewarding the sporting workforce and body is a key element in high attraction and retention rates of members within the sport. Recognition and reward strategies must address several different segments of our membership:

The sporting workforce – coaches, officials and referees

The Volunteer network – at club, regional and national level

Sporting performers – from pathway entrance to exit

A core target of this strategy is the creation of a yearly awards ceremony, similar to the SportNI or BJA sports awards, which recognise high or exceptional performance by our membership accounting for the variety of contributions and pathways available. Our aim is to initiate an annual awards ceremony in January of each year, starting in 2016, which rewards our sporting workforce, volunteer network and our sporting performers. We believe this initiative will also increase stakeholder engagement and provide a platform for the NGB to integrate and communicate with the membership whilst also providing a forum to highlight best practice and innovation and although socialisation of the membership themselves. This event may also be used to help publicise the Federation and showcase the excellent work being carried out at club, regional and National level.

In addition, it is our aim to ensure that we consistently nominate or assist in writing the nominations for some of our high performers within the above groups for other external awards competitions such as BJA Awards, SportNI Coaching awards, Belfast Telegraph awards and other local and regional awards. In this way we are showing that we recognise and support the excellent work being carried out within our Federation and make it a place where our members feel their contribution is valued and appreciated.



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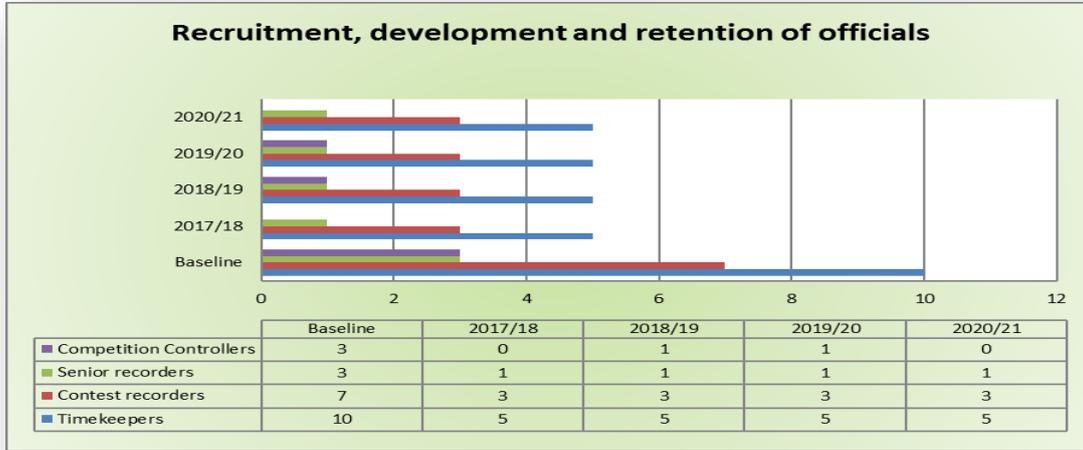
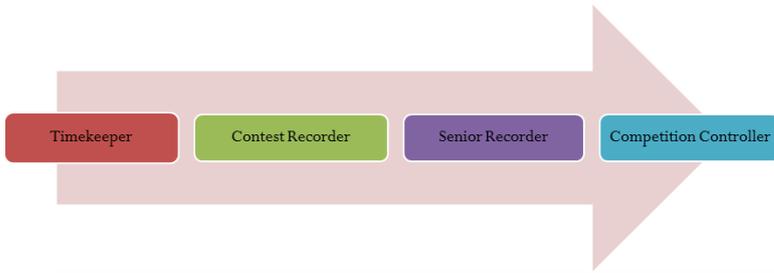
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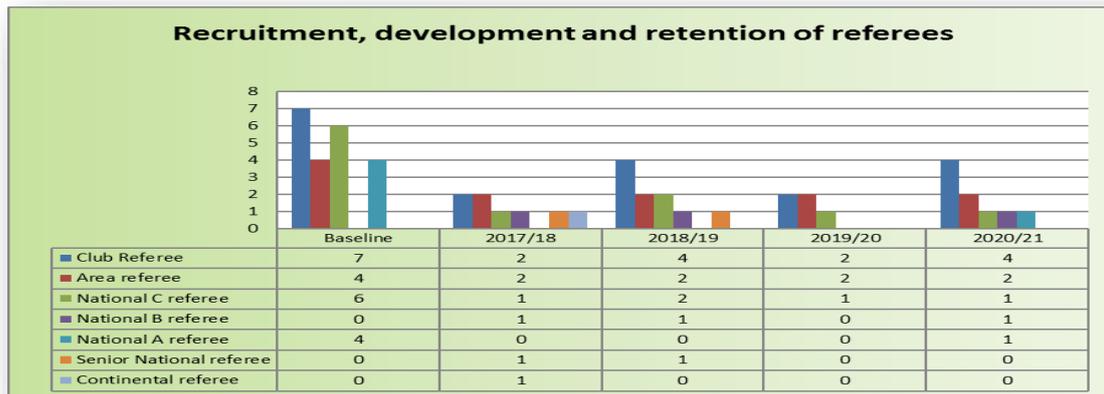
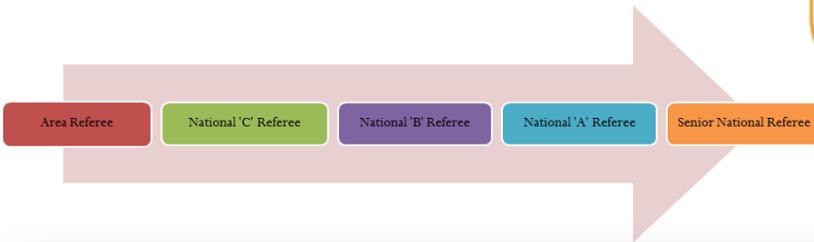
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Technical Official Pathway



There is a minimum time requirement in each level of Table Official before moving onto the next level via experience and BJA examination process.

Referee Pathway



There is both a minimum time and a minimum grade requirement for each level of Referee in the table above and this places limitations on who can progress successfully through the pathway. It is therefore imperative to note that retention of officials via strategies of support and mentoring frameworks are essential to our organisation moving forward and must be considered in all plans. Engagement with coaches and judoka is essential for our refereeing program to be successful as this is our target grouping.

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Performance Programme Delivery

NI Performance Programme Athletes

NI Judo Performance Programmes serviced ten Judoka across three levels of programme within the NI Performance Pathway. The Judoka are:

Lisa Kearney (Olympic Programme)

Rachael Hawkes (Commonwealth Programme)

Sarah Hawkes (Commonwealth Programme)

Eoin Fleming (Commonwealth Programme)

James Reid (NITDP)

Joshua Green (NITDP)

Callum Nash (NITDP)

Matthew Elliott (NITDP)

Kirstie Strouts McCallion (NITDP)

Jamie McFadden (NITDP)



Performance Targets

2017/2018—	<i>1 x Top 32 U21 World Championships</i>
2018/2019—	1 x Top 32 World Championships 1 X Top 32 European Championships <i>1 x Top 16 U21 World Championships</i> <i>1 x Top 7 U21 European Championships</i>
2019/2020 --	2 x Top 32 World Championships 2 x Top 32 European Championships <i>1 x Top 16 European Championships</i> <i>1 x Top 7 U21 World Championships</i> <i>1 x Top 5 U21 European Championships</i>
2020/2021 —	2 x Top 32 European Championships <i>5 x Athletes winning Senior Continental Open/IJF World Tour Medals</i>
2021/2022 —	<i>6 x Athletes winning EJU/IJF circuit medals</i> 6 x Athletes qualifying for Commonwealth Games with Medal winning Profiles
2022	<i>2 x Commonwealth Games Medals</i> <i>2 x Top 8 Commonwealth Games Athletes</i> <i>3 x Athletes with 2024 Olympic Games Qualification Profiles</i>



Those targets highlighted bold are those agreed with SportNI

Sporting Clubs

Principle 1

Growing, sustaining and retaining the number of sports club members

Increase overall participation in our sport by 10% year on year
Increase female participation in our sport until we have a minimum of 40% female membership
Increase number of NEW participants in our sport by 10% year on year
Increase recruitment and retention of key age demographic - post primary school age (11-14) by 10% year on year
Increase overall participation of disabled members in our sport by 30%
Increase in clubs identified as operating in Super Output areas defined within NIMDM (NI Multiple Deprivation Measure) by 30%

Principle 2

Quality of sports club management and operations

Increase number of new affiliated A clubs by 25%
Implement and embed the defined club support model for school, recreational and performance clubs
Increase the number of clubs completing Clubmark award by 25% year on year
Ensure minimum 50% clubs renew Clubmark award
Roll-out a new club induction package to all NIJF member clubs established
Establish a support program to increase establishment of new clubs

Principle 3

The recruitment, development, deployment and retention of an active and skilled coaching population for identified coaching settings

To define and implement the regional development program and fully integrate this within the performance pathway
To facilitate the talent flow of judoka moving along the pathway
To provide a clear and defined link for all clubs and coaches into and along the performance pathway and to be a conduit for coaching education prioritisation activities down the pathway from performance lead
Establish a coach incentive and support program to increase number of new coaches
Establish a coach incentive and support program to increase number of coaches moving along the coaching pathway
Increase number of female coaches within the pathway by 40%
Develop and roll out a coaching program aimed at increasing the quality of identified high potential coaches
To define, develop and embed a centralised CPD program
Development of a coach mentoring program and growth in number of coach mentors
Increase number of coach assessors within Northern Ireland
Increase number of coach tutors within Northern Ireland
Develop a centralised coaching hub with deployment mechanisms for coaches

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Principle 4

The recruitment, development, deployment and retention of an active and skilled club volunteer population to fulfil key roles

Develop a centralised volunteer policy to cover recruitment, development, deployment, retention and progression along each volunteer route

Implement recommendations by Volunteer Now audit and achieve a recognised standard in Volunteer management

Implement a recognition scheme for volunteers

Increase the number of disabled club volunteers +12 by 2021

Increase the number of female club volunteers by 60%

Develop and implement a club education policy on the management of volunteers

Principle 5

The recruitment, development, deployment and retention of an active and skilled club official population to fulfil key role

Develop a centralised officials policy to cover recruitment, development, deployment, retention and progression along each officials route

Increase overall numbers of officials within our pathway by 30%

Demonstrate talent flow of officials moving along the defined pathway year on year

Develop and implement an education and development policy for skilled club officials

Increase competitive provision to provide better opportunities for our officials to operate at Level 4 events

Increase the number of female officials along the pathway by 10% year on year

Increase the number of under 18s with formal official qualifications by 10% year on year

Conclusion

The NIJF Executive Committee are fully committed to our strategic plan for the period 2017-2021 and will aim to deliver the best quality service to the membership.

Good governance within our sport is of paramount importance and something which we aim to ensure is provided to the highest level without compromise.

With investment from SportNI within our Effective Organisations and Sporting Clubs submissions we have been offered funding for a Club and Workforce Officer position who will work within our clubs to ensure growth in our participation, clubs, officials and volunteers and will work closely with our new commissions to meet our targets. We have also been offered funding for a Commercial Manager position who will look at bringing in revenue to the NIJF making us a more self sustainable NGB and allowing for more investment at grassroots level.

Within our Sporting Winners submission we hope this funding will allow us to retain our current staffing levels, these coaches will be employed to deliver our High Performance Strategy and identify a talent flow through our performance pathway.

We have exceptional talent within NI Judo through our players, officials, coaches and volunteers. The next 4 years will be challenging but if we all work together we can achieve all the goals we have set out to do .

Bill Taggart—Chairman NIJF

Courtesy

Courage

Friendship

Honesty

Honour

Modesty

Respect

Self-Control