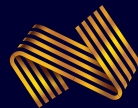


# JUDO AUSTRALIA TRANSFORMATION JOURNEY CASE STUDY



**SPORTAUS**



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# JUDO TRANSFORMATION JOURNEY

Judo is an Olympic and Commonwealth Games combat sport, which offers Australia the potential of 14 gold medals across all weight divisions.

Like many other equivalent sports, judo is administered almost entirely by volunteers.

With the professionalisation and commercialisation of the sporting landscape, sport is now very much a business and needs to be administered accordingly, with best practice governance and professional management standards.

In 2014, Sport Australia (then the Australian Sports Commission) identified a range of concerns about the administration of judo in Australia particularly in the areas of governance, finance, legal, strategy and member protection.

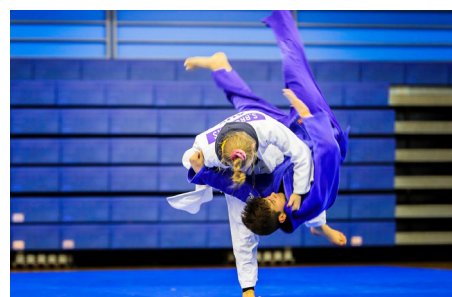
Following a comprehensive review led by Sport Australia, a list of 26 recommendations were made to enhance judo in Australia which effectively outlined the blueprint for its future success.

Judo Australia's leadership team, which incorporates State Presidents and Boards, worked together to activate the blueprint and drive significant reform to deliver enhanced outcomes and a whole-of-sport long term vision.

Over the past five years, judo has undergone one of the most significant transformations in Australian sport which now sees the national body, Judo Australia, as a highly effective and capable national sporting organisation which is delivering outstanding outcomes both on and off the mat.

Sport Australia played a significant role during this process, providing support, guidance and resourcing to allow the sport to achieve substantial reforms in its operation.





There are learnings from judo's journey which are applicable to other national sporting organisations, and accordingly Sport Australia has worked with Judo Australia to document and highlight the learnings, benefits and outcomes from this journey.






Photos by Air Vongxayasy





	2015	2016	2017	2018	2019
 <b>FINANCIAL PERFORMANCE</b>	<ul style="list-style-type: none"> <li>- 14/15 FY</li> <li>- \$235k deficit</li> <li>- No significant budgeting in place</li> </ul>	<ul style="list-style-type: none"> <li>- 15/16 FY</li> <li>- \$90k deficit</li> <li>- First year of proper detailed budgeting for Judo Australia</li> </ul>	<ul style="list-style-type: none"> <li>- 16/17 FY</li> <li>- \$65k deficit</li> </ul>	<ul style="list-style-type: none"> <li>- 17/18 FY</li> <li>- \$1k surplus</li> <li>- Return to surplus 1 year ahead of plan</li> </ul>	<ul style="list-style-type: none"> <li>- 18/19 FY</li> <li>- Revenue stable position</li> <li>- Neutral operational position</li> <li>- Business case approach to utilising reserves for strategic priorities</li> </ul>
 <b>FINANCIAL CONTROLS</b>	<ul style="list-style-type: none"> <li>- No Financial Systems or controls</li> <li>- Amateur financial accountability – primarily a spreadsheet with limited accuracy</li> </ul>	<ul style="list-style-type: none"> <li>- Implemented the Xero financial management system</li> <li>- Commenced establishing financial controls around authority to utilise funds, credit card use etc</li> <li>- October 2016 – established Finance, Audit &amp; Risk (FAR) Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced reporting for FAR Committee, Board and Stakeholders. Streamlined tailored account coding to align with organisational needs</li> <li>- Endorsement of Financial Reserves Management Policy to protect assets and ensure strategic investment only</li> </ul>	<ul style="list-style-type: none"> <li>- Restructured membership capitation model</li> <li>- Streamlined and reduced expenditure on non-key items</li> </ul>	<ul style="list-style-type: none"> <li>- Further refinement of financial processes and controls</li> <li>- Investigating options for revenue diversification and commercial income</li> <li>- Decreasing reliance on government funding</li> </ul>
 <b>STAFFING</b>	<ul style="list-style-type: none"> <li>- September 2015 – full time CEO Alex Vallentine appointed (non-judo background)</li> <li>- [National Administrator already employed]</li> </ul>		<ul style="list-style-type: none"> <li>- April 2017 – full time Technical Director appointed (High Performance lead)</li> </ul>	<ul style="list-style-type: none"> <li>- Jan 2018 – National coaching team appointed</li> <li>- Feb 2018 – full time National Engagement Officer appointed (Participation &amp; Digital lead)</li> </ul>	<ul style="list-style-type: none"> <li>- April 2019 – full time National Operations Officer appointed</li> <li>- August 2019 – 3 x National Performance Hub Coaches appointed</li> </ul>
 <b>COMPANY STATUS AND CONSTITUTION</b>	<ul style="list-style-type: none"> <li>- Nov 2015 – Unsuccessful vote at Annual General Meeting to transition to Company Limited by Guarantee (CLbG) status</li> </ul>	<ul style="list-style-type: none"> <li>- June 2016 – Special General Meeting – transition to CLbG status passes unanimously</li> <li>- [incl modern new Constitution]</li> </ul>	<ul style="list-style-type: none"> <li>- Jan 2017 – Formal change of legal entity to company status</li> </ul>		

	2015	2016	2017	2018	2019
 <b>MEMBER PROTECTION</b>	<ul style="list-style-type: none"> <li>- Dec 2015 – A National Member Protection Policy established for the first time</li> </ul>	<ul style="list-style-type: none"> <li>- All historical Member Protection issues resolved</li> <li>- Education process commences at all levels</li> </ul>	<ul style="list-style-type: none"> <li>- Complaints now managed effectively at the relevant level, member feedback suggest strong satisfaction in this area</li> </ul>	<ul style="list-style-type: none"> <li>- Education continues for administrators and volunteers at all levels to ensure knowledge and processes remain current</li> </ul>	<ul style="list-style-type: none"> <li>- Commitment made to develop and implement a Child Safe Sport Framework</li> </ul>
 <b>APPOINTED DIRECTORS</b>	<ul style="list-style-type: none"> <li>- No utilisation of ability to appoint Directors to enhance Board capability and capacity</li> <li>- Unwillingness to consider Directors coming from outside of the sport</li> </ul>	<ul style="list-style-type: none"> <li>- March 2016 – appointed a director (advertised position – legal experience) from outside the sport</li> <li>- July 2016 – another director appointed – marketing and branding expert from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- Nominations Committee process identified for a marketing and communications position from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- Reappointment of all Appointed Directors for new terms</li> </ul>	<ul style="list-style-type: none"> <li>- Positive feedback from the membership about the contribution and commitment of these appointed Directors</li> </ul>
 <b>NOMINATIONS COMMITTEE</b>	<ul style="list-style-type: none"> <li>- No Nominations Committee in place or understanding of the need for one</li> </ul>	<ul style="list-style-type: none"> <li>- Chaired by Director, Nominations Committee process identified independent candidate with significant media experience – candidate elected at AGM [5 nominees/2 elected]</li> </ul>	<ul style="list-style-type: none"> <li>- Nominations Committee process identified independent candidate with professional IT/Digital Systems experience – candidate elected at AGM [4 nominees/2 elected]</li> </ul>	<ul style="list-style-type: none"> <li>- Nominations Committee continues to provide high quality and well diversified Directors to lead the organisation</li> </ul>	<ul style="list-style-type: none"> <li>- Members appreciate the direction provided by the Nominations Committee in terms of potential Directors and assessment of their skills and experience as relevant to the Strategic Plan</li> </ul>
 <b>CHAIR</b>	<ul style="list-style-type: none"> <li>- President role elected by the voting members, sitting President had literally been chosen via coin toss at an AGM due to tied votes</li> </ul>		<ul style="list-style-type: none"> <li>- Constitutional change from having a President to a Chair position, to be elected by the Board.</li> <li>- Feb 2017 – Chair elected (first female and first from outside the sport to lead the organisation)</li> </ul>	<ul style="list-style-type: none"> <li>- Chair re-elected for 3 years</li> </ul>	<ul style="list-style-type: none"> <li>- Stable and strong Chair leadership establishing strategic relationships to best serve the sport</li> </ul>
 <b>DIVERSITY ON BOARD</b>	<ul style="list-style-type: none"> <li>- 1 Female</li> <li>- 6 Male</li> <li>- Zero from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- 3 Female</li> <li>- 4 Male</li> <li>- 2 from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- 4 Female</li> <li>- 3 Male</li> <li>- 4 from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- 4 Female</li> <li>- 3 Male</li> <li>- 4 from outside the sport</li> </ul>	<ul style="list-style-type: none"> <li>- 4 Female</li> <li>- 3 Male</li> <li>- 4 from outside the sport</li> </ul>


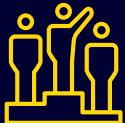

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 <b>STRATEGY</b>	<ul style="list-style-type: none"> <li>- No effective strategy in place, no future vision or direction for the sport</li> </ul>	<ul style="list-style-type: none"> <li>- Board and CEO developed interim strategy with key stakeholders to ensure immediately effective operations</li> </ul>		<ul style="list-style-type: none"> <li>- 9 month process used to consult and develop the Judo Australia 2019–2022 Strategic Plan with key stakeholder support</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery commenced with national alignment of priorities and specific strategic targets for 2019</li> </ul>
 <b>SEPARATION OF POWERS</b>	<ul style="list-style-type: none"> <li>- Board of Management, no senior staff</li> <li>- No clarification of the respective roles, responsibilities and powers of the board</li> </ul>	<ul style="list-style-type: none"> <li>- Board and CEO commenced delineation between operational and strategic areas</li> <li>- Due to no paid High Performance staff, 1 director continued to provide operational support in the High Performance area</li> </ul>	<ul style="list-style-type: none"> <li>- With the establishment of a dedicated High Performance staff member, the Board completely separated from operational matters</li> </ul>	<ul style="list-style-type: none"> <li>- Clear delineation between respective roles and responsibilities and powers regularly reviewed and reinforced by the CEO and Chair</li> </ul>	
 <b>BOARD POWERS</b>	<ul style="list-style-type: none"> <li>- No clearly implemented Board Powers</li> <li>- No definition of the board's accountability to the entity</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of Board Policies, including Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of documents to clearly define and outline the powers and responsibilities of the Board</li> </ul>	<ul style="list-style-type: none"> <li>- Member States and Directors more clear and supportive of the powers and responsibilities of the Board</li> <li>- Further enhancement in communications including Chair video updates to all stakeholders</li> </ul>	
 <b>KEY POSITIONS DOCUMENTED</b>	<ul style="list-style-type: none"> <li>- None</li> </ul>	<ul style="list-style-type: none"> <li>- CEO and staff position descriptions developed</li> </ul>	<ul style="list-style-type: none"> <li>- Chair position description endorsed</li> </ul>	<ul style="list-style-type: none"> <li>- Board and Operational Committees with Charters and fully advertised process for member selection</li> </ul>	



	2015	2016	2017	2018	2019
 <b>KEY BOARD DOCUMENTATION</b>	<ul style="list-style-type: none"> <li>- None</li> <li>- No effective minutes of meetings or records of decisions kept</li> </ul>	<ul style="list-style-type: none"> <li>- Board Charter, Director Code of Conduct and other key Board policies established</li> <li>- Accurate minuting and record keeping commence</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Approval of yearly Board Meeting schedule in advance</li> <li>- Pre meeting agenda development with associated papers</li> <li>- Formal Director Induction process</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence based business case process for ethical and sustainable decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Professional and effective Board processes in place</li> </ul>
 <b>MAJOR ACHIEVEMENTS, PARTICIPATION &amp; INCLUSION INITIATIVES</b>				<ul style="list-style-type: none"> <li>- April 2018 – engaging new brand relaunch for Judo Australia</li> <li>- June 2018 – Launch of Female Engagement Strategy</li> <li>- May 2018 – <ul style="list-style-type: none"> <li>&gt; Launch Judo 4 Kids</li> <li>&gt; Coach Accreditation Framework established</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- February 2019 – Launch No Limits Judo</li> <li>- March 2019 – establishment of specific Veterans Judo initiatives</li> <li>- October 2019 – <ul style="list-style-type: none"> <li>&gt; National School Championships event established</li> <li>&gt; Admission to Sport Australia's Sporting Schools program</li> </ul> </li> </ul>
 <b>RISK MANAGEMENT</b>	<ul style="list-style-type: none"> <li>- No understanding of Risk Management or a Risk Management Framework in place</li> </ul>	<ul style="list-style-type: none"> <li>- Key risk management around financial controls and Member Protection matters established as priorities</li> </ul>	<ul style="list-style-type: none"> <li>- Identified requirement to develop Risk Management Framework as an organisational priority</li> </ul>	<ul style="list-style-type: none"> <li>- Commenced work in FAR Committee by engaging two independent risk specialists</li> </ul>	<ul style="list-style-type: none"> <li>- Workshops to establish Risk Management Framework and Risk Appetite – led by independent consultants pro bono</li> </ul>

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 <b>CEO REVIEW</b>	<ul style="list-style-type: none"> <li>- No documented process to appoint, dismiss, direct, support professional development for, evaluate the performance and determine the remuneration of, the CEO</li> </ul>	<ul style="list-style-type: none"> <li>- Ad Hoc CEO review</li> </ul>	<ul style="list-style-type: none"> <li>- Full CEO review process including input from stakeholders</li> <li>- Detailed KPIs established</li> </ul>	<ul style="list-style-type: none"> <li>- Full CEO review process annually including surveys and interviews with stakeholders</li> <li>- KPIs reviewed and updated to align with Strategic Plan</li> </ul>	
 <b>BOARD COMMITTEES</b>	<ul style="list-style-type: none"> <li>- None</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of FAR Committee and Nominations Committee with Charters</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of Profile Committee, and Governance Committee with Charters</li> </ul>	<ul style="list-style-type: none"> <li>- Review of Committees to align for 2019–2022 Strategic Plan: <ul style="list-style-type: none"> <li>&gt; Nominations</li> <li>&gt; Finance</li> <li>&gt; Risk and Audit</li> <li>&gt; Sport Strategy</li> <li>&gt; Profile</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Review of Committee work plans and Charters</li> </ul>
 <b>BOARD, DIRECTOR AND CHAIR REVIEW</b>			<ul style="list-style-type: none"> <li>- Sept 17 – ASC Board Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Chair and Board Review conducted annually by Nominations Committee – including surveys and interviews with Directors, State Presidents and key stakeholders</li> </ul>	
 <b>ALIGNMENT WITH STATE MEMBERS</b>	<ul style="list-style-type: none"> <li>- Misalignment of strategy and activity with often ineffective relationships across the sport nationally</li> </ul>	<ul style="list-style-type: none"> <li>- CEO and Board commenced engagement and began establishing a national desire to build trust and cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- Discussions and behaviours developing consistent with a collective desire to work together nationally in the best interest of Judo Australia</li> </ul>	<ul style="list-style-type: none"> <li>- Agreed values, behaviour and vision supported by a Judo in Australia 2019–2022 Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>- State Members sharing key governance documents and financial information to further enhance national alignment</li> <li>- Aligned behaviours across the Federation being established</li> </ul>

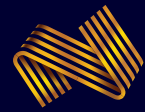


	2015	2016	2017	2018	2019
 <b>INTERNATIONAL REPRESENTATION</b>	<ul style="list-style-type: none"> <li>- No significant relationships internationally to help deliver strategic outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- CEO and Chair commence relationship development with International Federation, Continental Federation, the Kodokan, Australian Olympic Committee and other key international stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Director appointed to International Federation Gender Equity Commission</li> <li>- Member elected to International Federation Athlete Commission</li> </ul>	<ul style="list-style-type: none"> <li>- Perth hosts major Continental event</li> <li>- Chair invited to speak at the Inaugural International Women in Judo Seminar</li> <li>- Chair and CEO sign a Memorandum of Understanding with the Saitama Prefecture in Japan</li> <li>- Member appointed to International Federation Referee Assessor Panel</li> </ul>	<ul style="list-style-type: none"> <li>- World Olympic qualifying event held in Perth</li> <li>- CEO &amp; Chair have established and maintain significant international relationships with key stakeholders and partners to best position the organisation for success</li> </ul>
 <b>HIGH PERFORMANCE RESULTS</b>	<ul style="list-style-type: none"> <li>- No significant international results</li> </ul>	<ul style="list-style-type: none"> <li>- Qualification of 7 athletes for Rio 2016 Olympics, however no significant results achieved</li> </ul>	<ul style="list-style-type: none"> <li>- Occasional medals starting to be won at major international events across the Senior, Junior and Cadet age groups</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing success with regular medals being won internationally across all 3 age groups</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced international results, performances exceeding expectations and targets across all age groups</li> <li>- National Performance Hubs established in Perth, Sydney and Melbourne</li> </ul>
 <b>REGISTERED MEMBERSHIP FIGURES</b>	<ul style="list-style-type: none"> <li>- Unknown membership data</li> </ul>	<ul style="list-style-type: none"> <li>- 5,376</li> </ul>	<ul style="list-style-type: none"> <li>- 5,687 [6% increase]</li> </ul>	<ul style="list-style-type: none"> <li>- 6,196 [9% increase]</li> </ul>	<ul style="list-style-type: none"> <li>- 6,355 [2.5% increase]</li> </ul>





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