

DRAFT - PERFORMANCE REVIEW ACTION PLAN

Recommendation	Action	By Who	By When	RAG Rate
1. Immediately, and certainly prior to the proposed restructure, allocate time to, collectively and honestly address the question of what a high performance culture in judo should look like; a process that extends beyond the plans and that evaluates and considers the outcomes needed in relation to every facet of the organisation; processes, perceptions, staffing skills and knowledge and front and centre, athlete development outcomes.	<i>Working with UK Sport to create a workforce development plan for all staff which will cover the outline of the organisation and design appropriate training. Sept 17 -Plan is now in place and being implemented</i>	AS/ND/ UK Sport	ASAP – first meeting planned 11/04/17 Plan in pla	
2. Continue with the proposed Centralisation model retaining the approach which allows existing senior athletes some latitude in the way they work with the Centre, thereby avoiding the credibility risks associated with their rejection of the CoE and its coaches.	<i>Check individual athlete has a specific individualised plan which meets the need of the athlete and appropriate support is given.</i>	ND	Complete and ongoing	
3. The role of the PD in the programme is crucial and is recognised by BJ to be so. This is an area that needs improvement. Building on the first stages of CoE development, BJ should continue with, substantially increase/strengthen and implement the personal development plan for the PD focusing upon leadership characteristics and best practice – related to the performance culture identified. This should be with a specialist leadership/culture shaping company (in our view some of the external support presently being obtained is too unquestioning) and identify key goals. It should be overseen, supported and evaluated by the CEO. It is our understanding that BJ is, or intend to, work with the UK Sport Performance Directors Development Programme to support this.	<i>PD is already engaged in the UK Sport PD Development programme which forms part of the overall workforce development plan. The CEO is engaged with this process. Sept 17 – programme in place and being actioned</i>	AS/ND/ UK Sport	Ongoing	
4. Ensure that the impending restructure is based upon an intent to create (and results in) a leadership and management structure underpinned by trust in and which reinforces empowerment of key managers, (the right) coaches and other staff.	<i>It has not been possible to appoint a GB Head Coach and therefore an interim arrangement has been put in place to ensure the programme delivers to the best of its ability. Sept 17 – Full staff complement in place and KH has additional responsibilities to cover some of the role of the head Coach to be reviewed in June 18</i>	ND	Ongoing	

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5. As the primary element of this restructure, introduce a head coach to translate and implement directives and the main elements of the CoE programme and set/drive high standards of coaching excellence. In so doing s/he should provide a positive buffer between the PD and existing coaches, address issues of consistency and discipline.	<i>Due to the inability to appoint a GB Head Coach, this has now reverted back to the PD supported by the CEO. This will also be addressed within the workforce development training. Sept 17 See above point</i>	AS/ND	Ongoing	
6. Allow an incoming head coach (in tandem with the PD) time to review the CoE coaching team (Olympic and Paralympic) and then actively consider the extent to which each coach presently employed has the ability, the work ethic, the capacity to learn and, most importantly, the positive impact on athletes that validates his/her retention on the CoE programme. This is time critical and must be done as a priority given the period already elapsed in the Tokyo cycle and what, in our view, will be the need to make some key changes to current coaching personnel. (This process should, in our view, take account of the confidentially appraised view of athletes).	<i>Due to the non-appointment of the GB Head Coach, this has now been reverted back to the PD. Sept 17 See above point</i>	ND	June 17	
7. A key driver of this restructure should be to free up time to enable the PD to operate at the right level and make full use of his key skills designing the systems, processes and programmes that will deliver success. He should set the parameters of the desired culture and then enable and support others to implement, supervise, assess and report back on its implementation and evolution.	<i>PD to review the technical support required. Allow to free up time to action this. Sept 17 – a full complement of staff now in place and has allowed ND to free up some time</i>	ND	June 17	
8. Develop measurable performance targets which ensure WITTW becomes lived rather than the rhetoric which many claim it is at present.	<i>PD to develop this in conjunction with the WCPP Team Sept 17 Complete.</i>	ND	June '17	
9. Improve and expand the CoE to include, new high quality male and female changing rooms, toilets, extended strength and conditioning provision, improved physiotherapy/ rehab spaces and equipment plus an improved range of offices and meeting rooms with appropriate levels of technology to facilitate meetings, performance analysis etc.	<i>University is developing a master plan for the full development of the facilities at Walsall which will incorporate increased facilities for judo. Sept 17 work begins in Jan 19 and will be complete Nov 20</i>	AS/ND	June '19	

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(Financial support for the proposals should be sought from UK Sport and possibly, in the context of its role in talent development, Sport England).				
10. Plan and implement to a much greater degree (and certainly evidenced level of impact than existing programmes/support are generating) a comprehensive process of coach education and personal development for CoE and progressively, moving forward, other elite performance coaches.	<i>A whole workforce development plan is being instigated to support and develop the whole WCPP Team, supported by UK Sport. Sept 17 – Plans underway</i>	AS/ND/ UK Sport	June '17	
11. In keeping with the above, produce and closely supervise individual coach development plans which also contain annual outcome (as opposed to just input) targets for coaches set within an annual assessment framework.	<i>Coach plans are now fully implemented and link to the strategic development of the players and performance.</i>	AS/KR	Ongoing	
12. In parallel, seek to develop a more team-orientated attitude to the way that CoE coaches approach athlete development and give thought to how well (or not) coaches collaborate and use each other's expertise to help produce the highest level of elite judoka. Coach willingness to do this should form part of the assessment process applied.	<i>This culture is now being implemented and supported/directed by PD. Sept 17 – more focussed work on establishing the culture well underway</i>	PD	Ongoing	
13. This should encompass dropping the 'coach is king' mantra; it is divisive and either already does, or risks encouraging, an over-inflated (and arguably undeserved) self-image among certain coaches. Perhaps a 'coach is conductor' would be preferable?	<i>This will further be developed through the workforce development and culture work. One issue is the culture outside the centre which maintains this image. Sept 17 see point 12</i>	ALL	Ongoing	
14. Review the effectiveness of the translation and implementation of prescribed current athlete assessment practices and associated communication. In so doing evaluate the present quality and consistency of interpretation of existing PD set plans/instructions and the extent to which they are proving to be fully athlete centred. As part of this, athlete clarity in respect of short medium and long term targets in relation to conditioning, athlete weight (<i>per se</i> and at specific time related to competition requirements), training load, competition outcomes etc., should be scrutinised. Any new processes installed should be geared to making this substantially clearer than it is at present.	<i>PD has developed and amended the IAP and reviews each of these on an ongoing basis.</i>	ND	Ongoing	

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15. Develop clearer guidelines on 'duty of care' and ensure much greater understanding of, and more consistent adherence to, them among coaches and all other staff members. In keeping with this, extend and expand coach education to cover duty of care in relation to overall athlete welfare. Concurrently clearly outline what is expected and what is not acceptable in relationships and behaviour around athletes; this to apply in the context of mat-based and training behaviours, consistent application of discipline (by individual coaches and across the whole coaching team) and coach input to and supervision of athlete lifestyles and (off-mat) domestic living arrangements.	<i>Code of conduct has been developed and is being reviewed.</i>	ND	Ongoing	
16. Create a new athlete welfare position linked to but reporting independently of the CoE. This should provide an alternative for athletes with concerns they wish to air, particularly in relation to welfare related issues, which means that they do not necessarily need to approach their coach with any such concerns. On the basis of consultation with younger athletes, this is considered to be a particularly important recommendation and one that should be actioned immediately.	<i>New position has been budgeted and created. Sept 17- person in place and working with the athletes and the Performance staff</i>	AS/ND	ongoing	
17. Develop a reputation management strategy and action plan to address widespread image issues which may otherwise continue to undermine the CoE. This could/should, within reason, embrace two-way communication and extend from the need to resolve issues such as the existence/quality of aspects of the Walsall facility to quality of coaching, consistency of athlete development, treatment and discipline.	<i>A communication strategy has been developed to include a regular Centre update on 'work in progress'. Sept17 – Communications officer AM currently implementing the plan</i>	AM/ND	ongoing	
18. Linked to this, consider whether and how the CoE could/should position itself as the optimum source of advice / guidance on training practices, diet/nutrition, rehydration, S&C, injury management etc., for the whole sport and in particular the talent pathway.	<i>Through the Communication Strategy, short videos have been developed to highlight advice for the sport. Sept 17 - Series well underway</i>	AM/Support Team	Ongoing	
19. Develop an improved process for engaging with the rest of the sport which encompasses clubs, senior coaches and athletes coming through. The CoE has all the attributes to become an	<i>Working with the Talent Pathway Programme, we will engage with coaches, clubs, areas and athletes. In</i>	ND/Pathway Manager/ CMcl	Ongoing	

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'excellence hub' which incorporates all the best that BJ has to offer for the whole of British judo as opposed to just those working/training at it. Openness and transparency would be enhanced by, for example, holding open days and clinics at Walsall and by proactively taking the CoE out to the sport.	<i>addition, WCPP open days will be held to allow anyone to come and watch activity at the Centre. Sept 17 – This forms part of the communications and engagement plan</i>			
20. Better recognise individual athlete progress in relation to lifestyle management: reflecting this, assess them individually rather than imposing 'one size fits all' processes which are unnecessary for some and may need to be bolstered for others.	<i>Investment in additional lifestyle support and the recruitment of a Welfare Officer should begin to address this. Sept 17 – additional time has been budgeted and engaged</i>	ND	Ongoing	
21. Without compromising on athlete quality, adopt a longer term objective of retaining senior professionals /players at the centre. If required, particularly for the next cycle, seek to work with key senior athletes to create some form of appropriately presented compromise which enables them to be part of, and thus positively advocate, the centralised model, further highlighting its beneficial impact.	<i>This will be addressed in the next cycle and implemented if funding allows. However, we will endeavour to do this on a part-time basis via a coach-to-coach route. Sept -17 All athletes now at the centre unless they have personally decided not to accept a position</i>	ND	Ongoing	
22. Set targets (in relation, for example, to technical competence, conditioning, values, behaviours) for Pathway Centres to develop 'N' future athletes per annum/biennially – this will require improved relationship development between the CoE and external coaches but will also help avoid a potential schism which could otherwise emerge.	<i>A full review of the current PPC is underway and this will be addressed within this piece of work. Sept -17 New player curriculum established and being implemented</i>	CMcl/Pathway Manager/Home countries	Sept '17	
23. While acknowledging the criticism of some of the skills and approaches taken by a number of the coaches at the CoE, BJ should, without diluting the work ethic of the best, or pandering to those whose effort levels may not match up, in tandem with some of the CPD inputs cited above, consider how best to support coaches to achieve improved work/life balance ratios.	<i>Through the Workforce Development Programme, this will be further developed.</i>	ND/UK Sport	Ongoing	