



“Taekwondo For All”

Sports Taekwondo Australia Ltd Strategic Plan 2015-2020

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**TKD Sports Taekwondo Australia Ltd
ACN: 167 216 033**

Message from the Chair

Since the start of the merger process Taekwondo in Australia has come a long way along the path to unity of purpose. I would like to take this opportunity to thank everyone who has assisted STAL on this journey, it would not have been possible without you. The renewal of the STAL Board with two independent female Directors, plus the recent appointment of a CEO means that this forward momentum will continue.

The efforts of the Taekwondo community have not gone unnoticed by the Australian Sports Commission, who remains fully committed to STAL's future vision. As Michael Thomson, the General Manager for Participation and Sustainable Sport, said in a recent letter to me: "The incremental progress by STAL in transforming the sport of Taekwondo should be commended. Indeed, ASC CEO Simon Hollingsworth recently cited STAL as a positive example of NSO reform at a recent conference. The ASC is a committed partner in supporting the unification of Taekwondo and will continue to support STAL as the recognised NSO for Taekwondo moving forward."

The Board and Executive of STAL are future focussed, and excited about the prospects for Taekwondo in Australia. We are committed to improving Taekwondo for all participants, and we value every participant, whether traditional or competitive, equally.

I look forward to achieving our Vision with you:

"One Taekwondo: unified, respected, successful and sustainable, and providing opportunities for all"

John Walker AM

Our Vision

“One Taekwondo: unified, respected, successful and sustainable, and providing opportunities for all”

Our Purpose

To govern Taekwondo and promote its values and opportunities for all participants.

Our Objectives

In promoting unity of purpose and inclusion across all aspects of Taekwondo, we aim to:

- provide best practice governance in leading and managing Taekwondo at all levels,
- ensure longterm commercial viability through sound financial management and business practices and systems,
- attract, engage, recruit, retain and service participants across the full Taekwondo spectrum from recreation to performance (this includes athletes, coaches, officials, referees and judges, administrators, volunteers, parents and supporters),
- build the capacity of Taekwondo and its stakeholders to facilitate growth and development and provide appropriate services aligned with the aspirations of our participants,
- promote opportunities, and our successes, through effective marketing, communication and cutting edge technology,
- achieve international success both in performance (medals) and long term high performance sustainability,
- ensure Australia has a top 10 world ranking for both male and female open sparring divisions, and podium finishes for world championships in Cadets, Juniors, Masters, Para and Poomsae,
- provide clear and transparent pathways for all participants – traditional and competitive athletes, coaches, officials, judges, referees, administrators,
- achieve high recognition by the public and media with broadcast coverage of our major selection competitions and international events, and
- contribute to and influence international matters.

Our Stakeholders

Those who influence or are influenced by what we do include:

- Member State and Territory Associations
- All Taekwondo providers including Clubs and other organisations
- Individual participants and their families
- Coaches
- Australian Sports Commission (ASC)
- Australian Institute of Sport (AIS)
- Sports Inclusion Australia (SIA)
- State and Territory Institutes of Sport (SIS/SAS)
- State Departments of Sport and Recreation (SDSRs)
- Australian Olympic Committee (AOC)
- Australian Paralympic Committee (APC)
- International Federations – IOC, WTF, Kukkiwon, OTU, ITF
- Schools and Tertiary Institutions
- Government – federal, state and local
- Committees and officials
- Community groups and aligned organisations
- Workforce – staff, volunteers, contractors
- Sponsors
- Commercial providers
- Service providers and insurers
- Equipment providers
- Venue operators
- Media
- Other sports/cross-over sports
- Cultural exchange organisations

Our Culture and Values

The key principles and values that will guide us include:

- promoting the values and tradition of Taekwondo “The Indomitable Spirit” and how it applies to all aspects of how we operate – respectful, resilient, strong and confident,
- an ‘abundance’ mentality - a philosophy of positive contribution to progress,
- acting with integrity and being inclusive, transparent, ethical, cohesive and collaborative in all we do,
- future focused and solution-orientated,
- a philosophy of stewardship and service provision – we will be accountable to our stakeholders for the resources which have been, entrusted to us and actively and responsibly manage them,
- team work and unity of purpose, and
- Promoting a clean image – health and lifestyle, reputation, transparency

Our Taekwondo Community

The Recreation-Participation-Performance Continuum recognises the whole Taekwondo community and provides a continuous pathway between art, recreation and sport. It also builds collaboration between art, recreation and sport systems:

Recreation - Participation - Community Sport - Competition - Talent Development - Performance Sport

Through the strategic plan, STAL will identify where its focus lies in each of these areas, what services STAL or others may provide in these areas, and what resources it will apply to each segment.

The continuum takes into account the Australian Sports Commission (ASC) *Australia's Winning Edge* initiatives at the performance end, as well as the ASC's *Play Sport Australia* strategy for participation.

Our Strategic Priorities

The plan will be built on 5 key pillars that will provide the priority areas for Taekwondo through to 2020:

- 1) Leading, Unifying and Governing Taekwondo for all Participants**
- 2) Growing Participation in all forms of Taekwondo**
- 3) Engaging, Valuing and Developing our People and Culture**
- 4) Ensuring Commercial Growth and Financial Sustainability**
- 5) Excelling in High Performance**

Our Success Measures are prioritised as *Short Term (12 months)*, *Medium Term (2-3 years)*, *Long Term (3+ years)* and *Ongoing*

1. Leading, Unifying and Governing Taekwondo for all Participants

Our Goal: *To lead and govern Taekwondo and engage our stakeholders in ensuring quality opportunities for all participants.*

In order to do this, we will:

- Provide decisive leadership, credibility and relevance within our community
- Ensure coherent planning and clarity of purpose
- Ensure our stakeholders are aligned with our vision and objectives
- Adopt best practice governance and management principles and sound financial management
- Ensure effective two-way communication and engagement between STAL and stakeholders
- Develop and maintain strategic relationships – local, national and international
- Leverage the goodwill of participants to build a unified and respectful culture
- Develop, adopt and promote high standards in all we do

We will work with our partners, stakeholders and other providers to ensure we are delivering quality complementary products and services for the whole Taekwondo community.

Success Measures:

Short Term

- Complete the State mergers
- Appropriate governance on National and State Boards
- Have a communications strategy in place

Medium Term

- Have worked with the States on their strategic plans to align with the National plan
- Risk management document and framework in place

Long Term

- Satisfactory or higher rating on the ASC Annual Sports Performance Review
- Identification of shared services (when State mergers are complete)

Ongoing

- Annual review to ensure we are in line with ASC governance principles
- Develop and maintain sustainable relationships with strategic stakeholders

2. Growing Participation in all forms of Taekwondo

Our Goal: To be an ASC Category C sport by 2020 with 15,000 members and exposing Taekwondo to 100,000 participants

In order to do this, we will:

- Support our Member States and Territories with a national funding model that will provide them with resources to build their capacity to facilitate growth at club and individual participant level
- Work with the ASC to develop a national schools based program under the ASC Sporting Schools initiative targeting primary schools initially and then secondary schools
- Review our events to ensure they provide opportunities for engagement and quality competition for participants across the continuum
- Provide clear and transparent pathways for all participants – athletes, recreational and traditional participants, coaches, referees, judges and administrators – as well as talent identification
- Develop a membership model that provides a clear value proposition for members and delivers appropriate services and benefits to them
- Explore all aspects of Taekwondo, as well as new products that provide greater opportunities for engagement with traditional and competing participants
- Explore potential new opportunities for growing recreational and sporting participants including through partnerships with universities, corporates, diverse markets (eg. disability, cultural etc) and other martial arts and multi-disciplined sports
- Ensure infrastructure and facilities support delivery of quality Taekwondo experiences

We will underpin our participation strategy with well-structured marketing and communication, partnerships with other sports, and we will harness cutting edge technology and innovation to maximise our reach and service delivery for our participants.

Success Measures:

Short Term

- *Membership of 10,000 by December 2016*
- *Have a sporting schools program up and running by Jan 2017*
- *NCAS and NOAS accredited courses for all coaches and officials*
- *National Calendar events in place*

Ongoing

- *Annual membership survey for member/participant satisfaction*

Medium Term

- *Membership model in place*
- *Membership growth year on year (10% member/ participant growth rate, membership retention rate)*
- *New event structure to include more aspects of Taekwondo, increased participation in events in line with increasing membership*

Long Term

- *Facilities review and identification in All States*
- *One new product that is not Poomsae or Kyorugi*
- *Partnerships generating new participants (eg unis, corporates)*

3. Engaging, Valuing and Developing our People and Culture

Our Goal: *To have a diverse and skilled workforce (volunteer, paid, contractor) who are engaged, educated, protected, safe, proud, valued and recognised.*

In order to achieve this, we will:

- Promote a culture of respect and inclusiveness underpinned by a strong Values Charter
- Establish standards of governance and behaviour ensuring responsibility and accountability at all levels
- Provide development pathways for our people supported by mentoring, skill development opportunities and seminars, and succession planning
- Develop a volunteer strategy to help build the capacity of our states and clubs including volunteer recruitment, retention, management and recognition
- Ensure our structures best support the delivery of our people and culture goals and objectives

In providing these services we can tap into existing products and services (eg ASC, SDSRs etc) and promote learning and development networks within and outside our community.

Success Measures:

Short Term

- *Establishment of relevant committees to support the delivery of the strategic plan*
- *National awards framework and recognition strategy in place*

Medium Term

- *NCAS/ NOAS approved courses accessible on line*
- *Volunteers recording and management tools in place*
- *Communication of information and resources available through other partners (e.g. ASC, SDSRs)*
- *Promote clubs with Para-programs and 'Child Safe' accredited clubs.*
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Long Term

- *Regular series of State and National seminars and conferences*
- *Club accreditation framework established*

4. Ensuring Commercial Growth and Financial Sustainability

Our Goal: *To be financially viable and independent with a suite of national commercial sponsors and partners, and with a sustainable balance of government and private funding*

In order to do this, we will:

- Adopt strong financial management and reporting practices
- Produce a professionally prepared Commercial Development Plan that evaluates our current assets and identifies new ones, so we can market them appropriately to potential sponsors and commercial partners. These assets include our products and services, events, insurance and financial services, loyalty products/cards, licenced products and merchandise, as well as naming rights and branding opportunities
- Review our membership model and strike a balance between providing quality services to our members and beneficial returns to the sport for future investment
- Explore other commercially attractive events including national leagues, conferences, awards functions as well as establishing strategic partnerships (eg Austrade) that support these initiatives

Our commercial development plan will be underpinned by a strong brand, effective marketing and communication and media strategy to provide maximum exposure for Taekwondo, and for our sponsors and commercial partners.

Success Measures:

Short Term

- *Commercial Development Plan complete*
- *Finance, Audit and Risk Management sub-committee establish risk register*
- *Completion of approved annual rolling budget*
- *Documented Financial reporting and budgeting processes*

Ongoing

- *Monthly financial reporting against budget*
- *Relevant systems that allow appropriate engagement with members*
- *Increase in government and other funding*
- *Re-engagement with former members/ alumni*

5. Excelling in High Performance

Our Goal: *To regain the ownership and philosophy of high performance Taekwondo*

In order to do this, we will:

- Develop a strategic high performance plan to 2020 and beyond that clearly articulates what success looks like (performance and sustainability) and identifies the performance drivers to deliver it (eg leadership and governance, athlete development pathways, coaching, officiating, daily training environment, sports science, competition, culture and personal excellence, research and innovation)
- Establish sound leadership and program governance to guide the delivery of the high performance strategy ensuring transparency, alignment, effective decision making and application of funding
- Clarify the performance development pathways for athletes (cadets, juniors and seniors), coaches and officials including the roles of all involved: AIS, Member States and Territories, State Institutes and Academies of Sport (SIS/SAS) and Clubs and will ensure appropriate recognition of contributors in the pathway
- Maximise the opportunity presented by the AIS Combat Centre and learn from cross-fertilisation with other sports.
- Develop a robust competition program that supports the goals of the high performance strategy
- Establish and promote a winning culture and performance values which will include respect for others, the highest ethical standards and pride in representation
- Develop a structured athlete support system that recognises the importance of funding, personal excellence and career development for our athletes

Our high performance strategy will be supported by ensuring that we have quality facilities and services across the country (centralised and/or decentralised) that best support the performance pathway

Success Measures:

Short Term

- *Completion of 2020 HP plan by 31/12/16*
- *HP Structure – coordinate with Combat Centre/ best use of resources*
- *Successful pathway programs in all States*
- *Establishment of HP Committee(s) (Poomsae and Sparring)*

Short to Medium Term

- *Membership of appropriate international bodies.*
- *Transparent system to support athletes in place*
- *World class pool of coaches and officials in place*

Ongoing

- *Benchmark targets being met (world ranking in each WTF age category. medals/ placings)*

Supporting Plans and Structures

- A high-level implementation plan will identify the priorities, responsibilities, performance measures and timelines for each strategy.
- The management team will develop detailed costed operational plans to deliver the strategic priorities and initiatives.
- The operating structure will be designed to best support the delivery of the strategic plan and identify the skills and resources required.

Review Mechanisms

- The Strategic Plan will form the agenda for the Board and guide all decision-making.
- A Strategic Planning and Review sub-Committee established to monitor progress, review outcomes to ensure directions are consistent with the Plan and recommend to the Board adjustments to take into account a changing operating environment or to harness new opportunities.