

# STAL Strategic Plan 2015-2020

STAL  
"Tkd for all"

Vision

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

Purpose

To govern Taekwondo and promote its values and opportunities for all participants within the art and the sport

Enablers

**Objectives:** Promoting unity of purpose and inclusion across all aspects of Taekwondo

**Culture:** Acting with integrity and being inclusive, transparent, ethical, cohesive and collaborative in all we do

Priorities

Underpinning

Leading, Unifying and Governing Taekwondo for all Participants

Growing Participation in all forms of Taekwondo

Engaging, Valuing and Developing our People and culture

Ensuring Commercial Growth And Financial Sustainability

Excelling in High Performance

Outcomes

Success Measures

# Taekwondo in Australia

*One Taekwondo*

## Strategic Plan 2017 - 2020

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# Our Strategic Intent

## Our Vision

Australian Taekwondo: The custodian of Taekwondo in Australia.

## Our Mission

To promote Taekwondo as a fun, accessible, safe and community sport for everyone, through providing a framework and pathways that support and empower all participants at all levels, and encourages life-long participation.

## Our Values – the way we do things

Accountable	Owning the consequences of our actions and decisions
Ethical	Always acting and promoting behaviour, attitudes and actions that are in accordance with the rules, philosophy and standards of our martial art and the principles of integrity in sport.
Inclusive	Celebrating the diversity within our taekwondo community,
Transparent	Open and frequent communication and reporting.
Respectful	Showing empathy, consideration and regard to others.
Courageous	Having an open and progressive mindset which embraces change and challenges.
Excellence	Striving to be our best.
Collaborative	Working jointly with others to achieve mutually beneficial outcomes.
Service focussed	Being responsive, delivering a consistent and reliable service to members and stakeholders.

## Our Key Stakeholders

We will interact with our key stakeholders in the following ways:

Member States	Work collaboratively to build a unified and aligned strategy with the States, supported by clear roles and accountabilities.
Athletes	Provide frameworks for Athletes at all levels to achieve their goals in Taekwondo, and maximise the development potential of state and national players (cadet, junior and senior).

Coaches/Clubs/Instructors	Provide development and education programs, resources and pathways to Clubs, Coaches and Instructors to assist them provide ongoing, consistent and best practice services.
Officials, Staff and Volunteers	Provide timely, affordable and accessible training and accreditation to Officials, Staff and Volunteers.
Community	Provide opportunities that encourage participation in, and promote the value and benefits of Taekwondo to the broader Community.
Culturally and linguistically diverse Communities and Groups.	Offer memberships and support to a diverse population including Aboriginal and Torres Strait Islanders, seniors, refugees, regional rural and remote participants, LGBTQI, and individuals with disabilities and impairments
Australian Sports Commission (ASC)	Work openly and collaboratively with the ASC to grow participation and high performance outcomes for Taekwondo.
Australian Olympic Committee (AOC), Australian Paralympic Committee (APC)	Engage strategically to ensure that Taekwondo remains an Olympic and Paralympic Sport
Local, state and federal government	In conjunction and collaboration with our state counterparts / members, engage with all levels of government to leverage support for our strategic goals
World Taekwondo (WT) and other International Organisations	Engage and collaborate with World Taekwondo (WT), World Taekwondo Oceania (WTO), the Commonwealth Taekwondo Union (CTU) and Kukkiwon to enhance and build our international reputation.
Prospective Alliance partners	Plan and consider services to groups outside Taekwondo (eg other Martial Arts, human services groups, youth groups, and other cross-over sports)
Other affiliates (including Sponsors, National Institute network)	Work collaboratively with all other affiliates for mutual outcomes that support our strategic objectives.

# Our Seven Strategic Pillars

Our strategic pillars outline the cornerstones to achieving the strategic intent. The FY2019 plan will outline steps to achieving these strategic pillars in the next year.

## 1. One Taekwondo

**Goal:** National alignment between AT and State Members underpinned by best practice governance.

**Consequence of non-achievement of Goal:** Loss of State Member support, increased fragmentation, inefficient use of resources, lost opportunities.

### Current practices to achieve Goal:

- Decisive leadership, credibility and relevance within our community.
- Coherent planning to achieve strategic outcomes.
- Best practice governance and management principles.
- Effective two-way communication and engagement between AT and State members.

### New Initiatives proposed to achieve Goal:

- Coherent planning with State Members to achieve strategic outcomes.
- Have an aligned strategic plan between AT and State Members.
- Shared vision between AT and State Members.
- Effective two-way communication and engagement between AT and State members.
- Conduct a needs analysis and delivery plan that includes State Member objectives and activities
- Provide value to the states through education, welfare and development programs and courses for athletes, coaches, officials and volunteers.
- Identify operational efficiencies between AT and State Members and how to implement.

### Performance Measures:

Performance Measure	Target
State member engagement	Develop a Communication Strategy between AT and Member States by December 2018 Positive Member State feedback through collaborative projects. Meetings with states held on quarterly basis
Number of engagements between Board and Member State boards	Quarterly or more frequent per month with 50% of States

Operational Efficiencies	Develop resource sharing portal for common documentation such as policies and procedures  Utilise national events entry system for state selection events
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## 2. Best Practice Governance

**Goal:** To establish a best practice governance and reporting framework to support the ability of the Board to oversee:

- growth in the business.
- governance of change.
- management of identified risks.

**Consequence of non-achievement of Goal:** Poor board performance; risks not adequately managed, drop in participation, loss of funding and partnerships.

**Current practices to achieve Goal:**

- Decisive leadership, credibility and relevance within our community.
- Coherent planning to achieve strategic outcomes.
- Best practice governance and management principles.

**New Initiatives proposed to achieve Goal:**

- Ensure appropriate composition on National and State Boards to achieve best practice governance.
- Have an agreed strategic plan for Taekwondo in Australia for 2018 and beyond including a needs analysis and delivery plan that includes objectives and activities.
- Establish Risk Management document and framework by 2018.
- Board Skills Matrix assessment and Board performance reviews at National and State levels.
- Transparent and rigorous policies to ensure transparency, fairness and the safety of all participants (including child safety and travel to unsafe locations).
- Periodic reporting of project outcomes.
- Complaints are effectively addressed

**Performance Measures:**

Performance Measure	Target
Effective decision making	Achieving Strategic Goals
Succession planning	Nominations Committee established and succession planned in an orderly manner
Skills	Up to date Skills Matrix with no skill gaps
Risks managed	Approved Risk Management policy

	Clean Risk and Financial audits
Annual ASC Sports Performance Review	Satisfactory rating or above
Project reporting	Project reporting standing agenda item
Complaints	Establish and maintain up to date Complaints Register

### 3. Strong Participation

**Goal:** To grow and diversify AT's membership base.

**Consequence of non-achievement of Goal:** Decline in member numbers and participation leading to a loss of ASC funding and membership revenue, and shrinking talent pipeline.

**Current practices to achieve Goal:**

- Events that provide opportunities for engagement and quality competition for participants across the continuum.
- Clear and transparent pathways for all participants – athletes, recreational and traditional participants, coaches, referees, and judges.

**New Initiatives proposed to achieve Goal:**

- National Participation Plan.
- Membership model that provides a clear value proposition for members and delivers appropriate services and benefits.
- Implement accredited courses for all levels of coaches and officials.
- Cultivate participation by para athletes, coaches and officials
- Establish an AT National Program of sanctioned events.
- Build capability and capacity of the Clubs to grow participation through business seminar/workshops opportunities to assist them in increasing their membership base.
- Develop and implement a cadet and junior framework and pathway for kyorugi and poomsae players.
- Annual membership survey for member/participant satisfaction.
- Cultivate partnerships to generate new participants (eg universities, corporate opportunities) by 2020.

**Performance Measures:**

Performance Measure	Target
Post national events survey of participants	Within a month of event completion

National Participation Plan projects	Project timelines to be included by August 2019
Para Taekwondo	Establish Para Committee for kyorugi and poomsae by July 2019
Membership growth	15,000 by December 2018
Membership growth year on year	10% member growth rate, year on year
Accreditation of Officials	National coach and referee accreditation systems in place by June 2018
Participation numbers	Commensurate with AusPlay National Sports participation survey data
Greater engagement with clubs	Club Workshops
Cadet and Junior development and pathways for kyorugi and poomsae	Develop and implement a cadet and junior framework and pathway for kyorugi and poomsae

## 4. Developing our People and Culture

**Goal:** To have an effective workforce (volunteer, staff, contractor) who are engaged, educated, safe, and valued, within a supportive culture that reflects AT's values.

**Consequence of non-achievement of Goal:** Disengaged workforce leading to increased workforce turnover, resulting in a drop in service quality and therefore decreasing participation

### Current practices to achieve Goal:

- Robust organisational values and Codes of Conduct.
- Development pathways for our people supported by mentoring, skills development opportunities, seminars, and succession planning.
- A workforce structure (including committees) that support the delivery of the strategic plan.
- Deliver communication of information and resources available through other partners eg the Sport Australia, the clearing house for Sport, Australian Childhood Foundation.
- Sparring Referee and Poomsae Judge education framework and courses.

### New Initiatives proposed to achieve Goal:

- Establish National awards framework and recognition strategy.
- Conduct a regular series of State and National seminars and conferences.
- Establish Club accreditation framework.

- A volunteer strategy to help build the capacity of our states and clubs including volunteer recruitment, retention, management and recognition.
- Track coach development outcomes, including diversity in the coaching pool, e.g. gender diversity and development of para coaches.
- Mentoring opportunities.
- Cultivate a culture of gender diversity and inclusion.

**Performance Measures:**

Performance Measure	Target
Volunteer numbers	Volunteer page on the Australian Taekwondo website by February 2020. Include non-members; benefits; code of conduct; committees and teams.
Coach numbers	Club/Coach page on the Australian Taekwondo website by March 2020 recognising clubs and coaches as the 'backbone of the sport'. An increase of female coaches in the national coaching pool.
Officials numbers	Officials (sparring referees/poomsae judges) page on the Australian Taekwondo website by March 2020. Include official accreditations and pathways
Diversity and Inclusion	Gender Impact Statement included in all Board proposals.
Performance reviews	Establish framework for annual performance review of staff, contractors and committees, identifying who will conduct the reviews and completion date.
Partnerships	Apply recognition as a Duke for Sport Partner by October 2019, and engagement with the World Taekwondo Humanitarian Foundation

## 5. Financial Sustainability

**Goal:** To be financially viable with a sustainable balance of government funding, membership fees and other revenue sources.

**Consequence of non-achievement of Goal:** Over reliance on one revenue source, reduced program and participation opportunities and potential insolvency.

**Current practices to achieve Goal:**

- Strong financial management, budgeting and reporting.
- Review balance of revenue sources.
- Finance Audit and Risk Management (FARM) Sub-Committee reporting.
- Meet regulatory and reporting requirements to maintain revenue sources.
- Independent CPA member on the FARM Committee.

**New Initiatives proposed to achieve Goal:**

- Produce professionally prepared Commercial Development Plan that evaluates current assets and identifies new ones, including sponsorship opportunities.
- Consolidated Financial reporting.
- Collaborate with the states in projects and programs as an alternative to a National Membership rebate scheme. Revenue Diversification

**Performance Measures:**

Performance Measure	Target
Financial - Actual vs Budget	On target with budget
Balance of Revenue Sources	Minimum
FARM meetings commensurate with Board meetings	FARM endorsed financial reports tabled at Board meetings
Revenue diversification	Identify new revenue sources  Secure commercial sponsorships or partnerships
National Membership Rebate	Develop joint projects and programs with states including new revenue sources. (Replacement for Rebate System) by FY 2021

**6. High Performance**

**Goal:** To provide frameworks and programs for athletes, coaches and officials to meet performance goals and achieve podium results.

**Consequence of non-achievement of Goal:** Lack of interest in the sport, reduced competition results, loss of ASC confidence and funding, loss of Olympic selection, reduced participation, pressure on financial sustainability

**Current practices to achieve Goal:**

- Sound leadership and program governance.
- Engagement with AIS Combat Centre for an effective relationship that supports AT High Performance (HP) outcomes.
- National Team representation at WT Events.
- National Development opportunities for athletes, coaches and officials.
- Athlete and Coach, Selection and Nomination policies.

**New Initiatives proposed to achieve Goal:**

- Establish HP Advisory Group.
- Finalise and communicate National HP Plan (including Para) to 2020.
- Develop a national competition program that supports HP outcomes.

- Finalisation of National Pathway Framework for High Performance (athletes, coaches and officials)
- Deliver quality case management for priority athletes.
- Develop appropriate SSSM framework and policies.
- Develop world class Daily Training Environments (DTE).
- Clear communication of athlete, coach and official initiatives and policies
- Develop policies and programs that facilitate equal gender representation at key events.

**Performance Measures:**

Performance Measure	Target
Results at Benchmark events	<ul style="list-style-type: none"> <li>• Top 8 at World Championships.</li> <li>• Quarterfinal results at 2018 Grand Prix events</li> <li>• 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> at 2019 Grand Prix events</li> <li>• Equal gender representation at key events.</li> </ul>
Number of athletes exposed to World class DTE	Engage professionals from AIS and SSO in addition to the Coaching Director to run state workshops to set training benchmarks and educate coaches on basic training principles. One workshop per state by December 2018.
<p>Number of coaches in the HP development program</p> <p>Increase the standard of coaches and engagement</p>	<p>Create a coach/club page by July 2018. This page should be a resource for coaches. Publish pathway documents including member protection policy, code of conduct, resources, coach selection criteria and other relevant resources</p> <p>Establish a National Coaching Pool and pathway for coaches</p>
Increase number of Referees engaged in competition with an IR qualification	<ul style="list-style-type: none"> <li>• Recognise current IR referees on the AT website and Facebook page</li> <li>• Double the number by December 2019</li> <li>• Annual G ranked events in Australia by 2019</li> <li>• Conduct IR courses in Australia.</li> </ul>
HP Advisory Group and Committees	HP reporting at every Board meeting. Reports to be submitted from Sparring committee, coaching committee and the Coaching Director.
Fully informed and holistic development of athletes	<p>Athlete resources published by December 2019 including:</p> <ul style="list-style-type: none"> <li>• Education and Mental Health development,</li> <li>• Clear documents explaining pathways from Club to Elite, Cadet to Senior.</li> <li>• Member protection policy,</li> <li>• Grievance/complaints procedure</li> <li>• Code of Conduct,</li> </ul>

	<ul style="list-style-type: none"> <li>• Up to date funding criteria,</li> <li>• All categorisation documents</li> <li>• Resources addressing athletes transitioning to retirement.</li> </ul>
Build trust and confidence in the National HP program	Coaching Director to attend each state by December 2019. Committees and Advisory group should lead and be held accountable for the HPP roll out. Executive members of AT should not be involved in HP decision making eg player selection, setting funding criteria, selecting coaches etc. removing any perceived conflict of interest.
Develop pathways for development of Cadet and Junior athletes	Opportunities for camps and competitions at national and international level.

## 7. Stakeholder Engagement

**Goal:** To engage with our Stakeholders to deliver our strategic intent.

**Consequence of non-achievement of Goal:** Failure to deliver stakeholder statements, disengaged stakeholders and increased fragmentation.

### Current practices to achieve Goal:

- Frequent contact with WT, ASC, AOC and APC regarding AT progress and queries.
- Regular newsletters and social media updates for the Taekwondo Community and all other key stakeholders
- Regular staff meetings, including relevant stakeholders where appropriate
- Engagement with sponsors
- Communication with athletes regarding performance and development opportunities
- Engagement with ASC regarding HP and participation initiatives, expectations and outcomes.

### New Initiatives proposed to achieve Goal:

- Engagement with International Taekwondo organisations (WT, Kukkiwon, WTA, CTU, WTO) regarding mutually beneficial outcomes
- Communication with the community regarding the benefits of Taekwondo participation.
- Digital integration of national and state organisations

**Performance Measures:**

<b>Performance Measure</b>	<b>Target</b>
Positive relationship and communication with WTO and CTU	Report to each board meeting
Attendance at WT General Assemblies	Board member attendance at all General Assemblies
Engagement with Kukkiwon	Report to each Board meeting
Report from Ambassadors regarding their engagement activity	Report to each Board meeting
Social Media engagement	Report to each Board meeting
Engagement with AT elite athletes to attend state training and smaller/community clubs or events	AT sponsored athletes should attend at least one event/club annually.
Digital Integration	Implement governance framework to ensure AT, States and clubs have a single source of authoritative information  Provide states with required support, including policy templates, to ensure success and national alignment.