



Kung Fu Wushu Australian Capital Territory Inc. Strategic Plan 2011 – 2015

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Strategic Plan 2011 – 2015

Introduction

President's Foreword

Kung Fu/Wushu combines traditional Chinese medicine, military sciences, aesthetics and philosophy. It not only serves the purpose of developing physical fitness but also helps to calm and steady the mind. The practice of this elegant art unifies and balances not only the physical body, but the mind and emotions as well. Kung fu / wushu is an absolutely integral part of China's culture and has a rich philosophical content that celebrates the diversity of life and is deeply respectful of the natural environment.

In kung fu / wushu, we see a unique distillation of China's 5000 years of civilization. Kung fu / wushu is, in itself, an important element of Chinese civilization and has helped to define the Chinese national character and psyche. It is rightly regarded by some people as one of China's most valuable cultural gifts to the world.

China is now Australia's biggest trading partner. With bilateral trade for 2009 at AUD\$86 billion, expected trade between our nations are predicted to reach over \$100 billion within the near future. In addition to our trade links, many thousands of Chinese students are attending colleges and universities in Australia and the Australian business sector is focusing very hard on growing the relationship between our two countries. The Chinese Australian community, numbering over 660,000 residents, is our largest, most productive and trouble-free ethnic group. With such tremendously important ties, it is vital that China and Australia improve their mutual understanding of and respect for each other - and sport is an excellent medium for achieving such understanding and respect.

The 2011-2015 Strategic Plan has addressed the key strategic priorities of Sport Development, Business Development and High Performance through which we hope to achieve our six stated objectives whilst continuing to respect Chinese martial arts' intrinsic values of trust, respect and fairness.

The 2011-2015 Strategic Plan establishes the blueprint for the future direction of Chinese martial arts within Australian Capital Territory. During this period, it will be imperative for the Chinese martial arts community to work in unison and in the state interest if we are to truly deliver on our collaborative vision for the sport.

The publication of this plan provides the ideal opportunity for state integration and alignment of strategic priorities to ensure that Australian Capital Territory kung fu / wushu continues to prosper. Working cooperatively, we can become an integral part of the Australian Capital Territory sporting landscape.



Neal Hardy
President, Kung Fu Wushu Australian Capital Territory

Background

The ACT Branch of the AKWF has been in existence since the formation of the Federation, in 1984.

Since 2007, KWACT has hosted two Australian Kung Fu Wushu Championships and stages annual coaching accreditation intakes as part of the NCAS program with the Australian Sports Commission.

Senator Kate Lundy has been Patron of KWACT since 2006.

During the second half of 2010, KWACT became an incorporated association as a result of AKWF's decision to incorporate all of its state branches by the end of 2010.

This strategic plan highlights the core strategic priorities that will guide the sport over the coming years. Within this overall framework, there is a focus on individual initiatives and key actions associated with each strategic area. The Management Committee of KWACT will closely monitor the sport's progress against these initiatives to ensure achievement of the overall objectives.

Vision

To develop kung fu / wushu into a broadly-based, professionally managed and dynamic sport.

Strategic Priorities

In providing a blueprint for the future of kung fu / wushu in Australia, KWACT has identified three key strategic priorities as the pillars upon which the sport is nurtured and promoted over the period 2011-2015:

- Sport Development
- Business Development
- High Performance

These initiatives will be supported by our Strategic Support Platform which includes good governance, sound financial management and stakeholder engagement. The Strategic Plan will be underpinned by detailed operational plans that will ensure the accountability and focus on successfully achieving our vision. The Strategic Plan and the associated success Indicators will be regularly monitored by the Management Committee.

Our Goals

1. To promote the sport of kung fu / wushu throughout Australian Capital Territory ensuring the sustainability and longevity of the sport.
2. Developing and maintaining world class teaching resources.
3. Conducting programs that will increase participation in our sport.
4. Improving the competitiveness of our elite athletes at National and International competition.
5. Developing high performance athletes and officials.
6. To broaden the profile and priority position of kung fu / wushu within the sporting and general communities.
7. To ensure an ongoing state presence and leadership role for Chinese martial arts.
8. To provide leadership in fostering partnerships, relationships, succession planning and commercial sustainability.

Our Values

We will conduct our business with **trust, respect** and **fairness** applying the following values and principles:

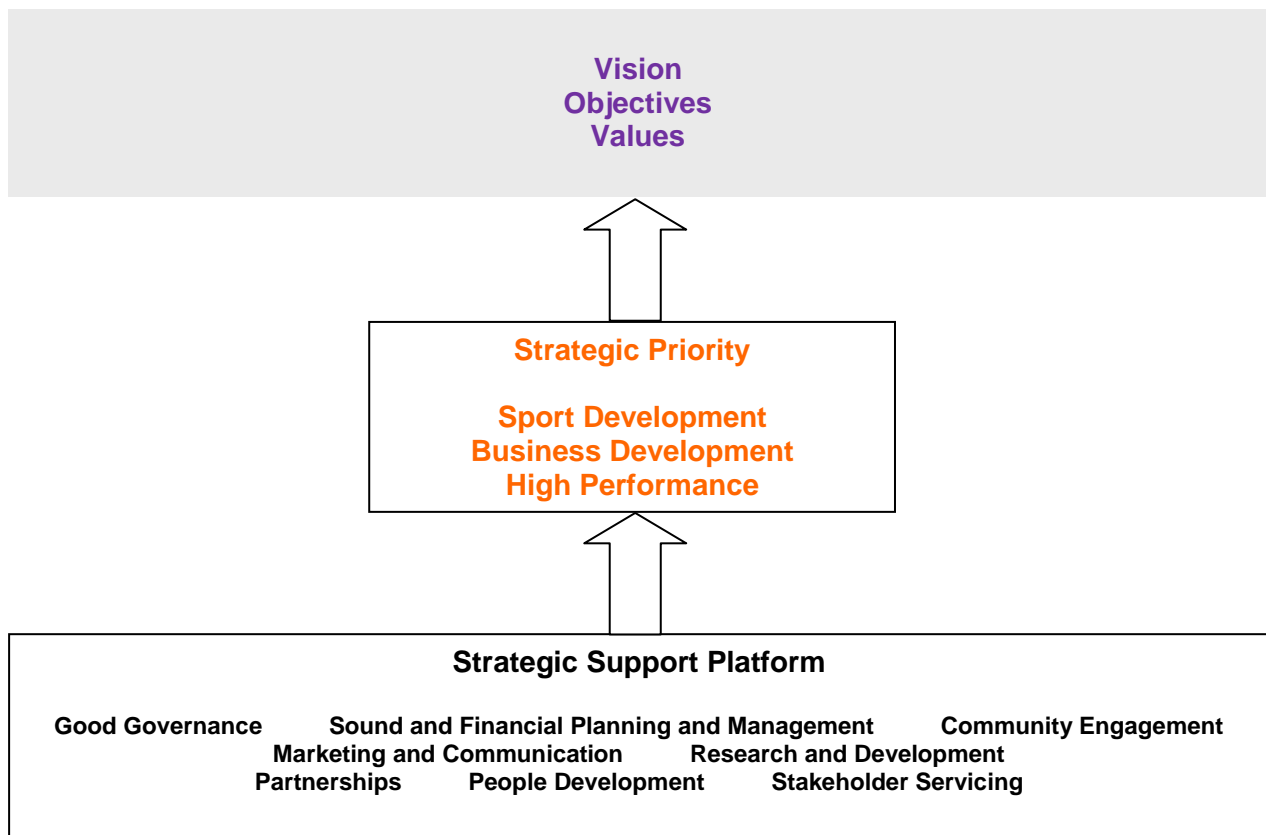
- We will provide a healthy, safe, welcoming, inclusive and nurturing environment.
- We will ensure transparency and integrity in our governance and decision making.
- We will operate with teamwork, cooperation, trust, effective communication and mutual respect.
- We will continue to develop a performance based culture ensuring a strong work ethic and accountability in all we do.
- We will continue to demand zero drug tolerance within our sport.
- We will continue to promote altruism and recognise our dedicated volunteer workforce.

Our Brand

The kung fu / wushu brand represents:

- Teamwork – all working towards a common goal.
- Focus, discipline and determination – key characteristics of a demanding sport.
- Tradition – kung fu / wushu is a sport of time honoured values and history.
- Culture – a welcoming, safe, ethical and inclusive environment.

Strategic Plan Structure



Strategic Priority 1 – Sport Development

Objectives

To increase the capacity of the sport to deliver programs by:

- ***Developing the base infrastructure for the sport itself to prosper.***
- ***Educating, supporting, resourcing, and servicing all kung fu / wushu participants.***

To ensure talented athlete development by:

- ***Providing a defined pathway for talented athletes and coaches with associated high quality programs and resources.***

To develop highly skilled coaches and officials by:

- ***Providing access to accreditation programs both accredited nationally and internationally.***

Strategic Initiative 1.1 – Seek State Government Recognition

- Seek recognition from the Department of Sports and Recreation Australian Capital Territory that KWACT is the State Sporting Association for kung fu / wushu in Australian Capital Territory.

Strategic Initiative 1.2 – Education and Accreditation

- Provide accredited training programs in the conduct of coaching and officiating.
- Provide access to education resources and materials.

Strategic Initiative 1.3 – Talented Athlete Development

- Endorse a state program for talent identification.
- Develop resources to assist the clubs to recruit kung fu / wushu students.
- Provide training clinics and workshops.

Strategic Initiative 1.4 – Coach Development Pathways

- Provide access to accredited coaching programs from club level right through to the elite national level.
- Provide evaluation and professional development opportunities for coaches.

Strategic Initiative 1.5 – State Competition Structure and Events

- Establish a state competition structure to allow for strategic growth within the sport.
- Establish a State Event Management Committee to ensure consistency and quality of state events.

- Develop a state calendar of events.
- Provide access to accredited training programs and development opportunities for officials.

Strategic Initiative 1.6 – Facility Development and Management

- Provide greater lobbying and influence at a political level to ensure the needs of kung fu / wushu are met.
- Educate clubs in attracting funding and capital grants.

Strategic Initiative 1.7 – Growth Participation Level

- Regular mailings to kung fu / wushu schools that are not members of KWACT that will include an outline / presentation on the benefits of becoming a member.

Sport Development Success Indicators

Measure the increase in participation and other key activities within the sport that provide assessment of growth including:

- Number of coaching courses being conducted and resultant increase in accredited coaches.
- Number of officiating course being conducted and resultant increase in accredited officials.
- Participation of ACT officials at international and world class events.
- Delivery of training clinics and workshops.
- Increase in entries at state championships
- Increased membership base and level of member satisfaction.

Strategic Priority 2 – Business Development

Objectives

To establish and develop a business operating culture that successfully leverages kung fu / wushu's brand, image and assets returning consistent and sustainable economic benefits to the sport.

Strategic Initiative 2.1 – Kung Fu / Wushu Brand

- Develop and promote the kung fu / wushu Brand under the philosophy of “One Sport - One Brand - One Logo”.
- Identify achievable commercial opportunities linked to the strength and uniqueness of the kung fu / wushu Brand.

Strategic Initiative 2.2 – Achieving Best Practice in Management

- Ensure effective management, in order to build a sustainable organisation.
- Maintain good relationships with key stakeholders such as government, clubs, sponsors and commercial partners.

Strategic Initiative 2.3 – Achieving Financial Sustainability

- Seek government funding and private sector sponsorships to help deliver high performance and development programs.
- Establish a Commercial Development Plan that successfully leverages kung fu / wushu brand, image and assets returning consistent and sustainable economic benefits to the sport through sponsorship, investments, licensing and other revenue streams.
- Analysis and access of specialist government grants for particular programs that can assist KWACT special projects.

Strategic Initiative 2.4 – Marketing Kung Fu / Wushu's Properties

- Market and leverage kung fu / wushu's key properties including the Australian Capital Territory athletes in the National Team, major events, kung fu / wushu's heroes, facilities and courses, and our members.
- Conduct research to establish where the benefits to kung fu / wushu lie for TV, on-line broadcast and other media.

Strategic Initiative 2.5 – Promoting Kung Fu / Wushu's Messages

- Clearly promote kung fu / wushu's key messages of a healthy lifestyle, teamwork, tradition and history.

Strategic Initiative 2.6 – State Events

- Promote state events as a key component of kung fu / wushu's business development strategy through the establishment of a State Event Management Committee with well structured commercialised event business plans.

Strategic Initiative 2.7 – Media and Communication

- Develop a coordinated media and communications strategy.

Business Development Success Indicators

- Annual financial growth of 5% from non-government sources.
- Receipt and maintenance of government funding.
- Full compliance with KWACT constitutional, operational and financial requirements.

Strategic Priority 3 – High Performance

Objectives

Performance Objectives:

- ***To have Australian Capital Territory athletes in the National Team.***
- ***To win medals at the World Wushu Championships.***
- ***To win medals at the World Junior Wushu Championships.***
- ***To win medals at the AKWF Kung Fu Wushu Championships.***

Program Objectives:

- ***To increase the number of athletes with elite medal winning performance characteristics.***
- ***To increase the number of coaches capable of coaching medal performance.***

Strategic Initiative 3.1 – State Leadership

- The State Head Coaches will provide effective state coaching leadership and direction.
- Build and maintain strong effective working relationships with other AKWF State Associations and other service providers.

Strategic Initiative 3.2 – Athletes

- Target and maximise the development of additional emerging athletes capable of medal winning performances at the World Championships and AKWF Championships.
- Provide effective athlete funding across athletes and emerging talent to enable athletes to train to the required standards for the targeted World Championships and AKWF Championships performances.
- Provide effective mechanisms to ensure there is appropriate athlete responsibility for performance.

Strategic Initiative 3.3 – Coaches

- Retain proven World Championships and AKWF Championships medal winning coaches.
- Identify key coaching characteristics and skills required to coach World Championships and AKWF Championships medal performances.
- Provide coach development opportunities to targeted coaches demonstrating targeted coaching characteristics and skills.
- Ensure alignment between targeted coach characteristics and skills and the AKWF National Coaching Accredited Scheme (NCAS).
- Ensure coaches undergo regular assessment in line with agreed expectations.

Strategic Initiative 3.4 – Resources

- Provide world-class coaching, best practice support services and training facilities and to achieve the primary goal of selection of its athletes and coaches into the National Teams.
- Provide training bases and intensive training opportunities for athletes selected into the National Teams.

Strategic Initiative 3.5 – Sports Science and Medicine

- Provide delivery of world leading Sports Science and Sports Medicine programs.
- Implement focused research and innovation capable of providing a performance gain at the World Championships and AKWF Championships by utilising the best sports science and sports medicine resources across Australia.

Strategic Initiative 3.6 – International Competition

- Maximise performance opportunities at AKWF Championships to achieve the targeted World Wushu performances.
- Maximise state competition opportunities that complement national and international performances.
- Engage with the AKWF in AKWF Championships planning early to ensure the best possible joint outcomes.

Strategic Initiative 3.7 – Communication

- Develop mechanisms for succinct, timely communication with all members of the kung fu / wushu community.
- Provide regular and structured input into KWACT's media profile and communication plan.

High Performance Success Indicators

- High Performance Plan in place.
- Performance outcomes:
 - Australian Capital Territory athletes in the National Team.
 - Medals at the World Championships and AKWF Championships.

Support Platform

Our strategic priorities will be supported by good governance, sound financial planning and management, and well developed marketing, communication, research and partnerships.

1. Governance and Sustainability

- Operate under governance principles, policies and procedures.

2. Finance and Business Management

- Operate under sound budgeting and financial management and reporting practices.
- Develop and maintain appropriate risk management policies and practices.

3. Community Engagement

- Assist our members to successfully engage their communities to support our sport.

4. Marketing and Communications

- Provide regular and effective communication and marketing information to promote the sport and inform our members.
- Ensure effective two-way communication between KWACT and its members.

5. State and National Capacity, Commitment and Resources

- Operate in the spirit of collaboration with the philosophy of “National Leadership, State Delivery”.
- Ensure state commitment and a cooperative approach to providing resources to develop capacity within the sport,

Review of the Strategic Plan

- The Strategic Plan will be monitored regularly by the Management Committee.
- The Strategic Plan will be reviewed annually.
- The Strategic Plan may be adjusted to take into account new opportunities or changing conditions affecting the sport.