



KUNG FU WUSHU WESTERN AUSTRALIA

Strategic Plan 2024-2027



Department of
Local Government, Sport
and Cultural Industries



Australian Government
Australian Sports Commission

Presidents Message



The 2024-27 Strategic Plan for Kung Wushu Western Australia (KWWA) embarks on a new vision to build strong foundations with a mission to create broader awareness for Chinese martial arts in WA. This will be achieved by establishing Kung Fu Wushu as a government recognised brand.

It is a vision that will align our organisation to work together with government agencies and the implementation of government recognized programs. This vision intends to set a new standard for martial arts to prosper throughout the greater community.

KWWA is proud to be the official representative of Kung Wushu Australia Ltd (KWA) representing Chinese martial arts in WA. As the highest authority in WA for Kung Fu Wushu, KWWA will endeavour to position all its activities and local member base as 'Government Recognised' by Federal bodies such as Sports Australia.

Working in close collaboration with the Department of Local Government, Sport and Cultural Industries (DLGSC), KWWA will also develop key strategic priorities that will align this position in conjunction with the same objectives as set out by the DLGSC's marketing campaign strategies.

The 2024-27 Strategic Plan has addressed the key strategic priorities of Activity/Sport Development, Business Development and High Performance through which we hope to achieve our six stated objectives.

The 2024-27 Strategic Plan establishes the blueprint for the future direction of Chinese martial arts within W.A. 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 Kung Fu Wushu.

The publication of this plan provides the ideal opportunity for state integration and alignment of strategic priorities to ensure that WA Kung Fu Wushu continues to prosper. Working cooperatively, we can become an integral part of the WA sporting landscape.

KWWA is a state body that is run by a group of dedicated volunteers. It endures to increase its member support as a collective effort, working in partnership with local clubs/schools and individual instructors to deliver the best outcomes in the interest of promoting Kung Fu Wushu.

I look forward to working together with you in connecting with our industry peers while reaching out to the community to take a healthy and active part in the development of Chinese martial arts in Western Australia.

Sam Sujatna
President



Executive Summary



KWWA is also a 'non-profit' organisation'. This means the proceeds from membership fees and other income are re-invested into the sport for the benefit of members.

The Management Committee oversees the decision making and policy development while our dedicated volunteers are committed to providing quality service in Kung Fu Wushu programs, events, coaching and judging education and the promotion of Kung Fu Wushu as an exciting new sport in Australia.

We seek to provide value to affiliated Kung Fu Wushu organisations (Member Clubs) and to their members. Therefore, Member Clubs remain the "life-blood" of our sport. Without the Member Clubs and their dedication to the delivery and betterment of Kung Fu Wushu across Western Australia, there would be no genuine direction or provision of relevant services, products or events for all participants to enjoy.

The Strategic plan will play an integral role in managing Kung Fu Wushu Western Australia (KWWA) and achieving its goals over the next three years over the period 2022 to 2025.

It will be used extensively by the Executive Committee and when necessary, it will be modified to reflect the ongoing development and needs of Kung Fu Wushu Western Australia.

KWWA aims to promote partnerships between industry and government and investment in long term sustainable outcomes. Importantly, KWWA allows for long term planning by our members in the Perth Metropolitan and other Regional areas.

KWWA also reflects the key principles in the Return to Sport Toolkit developed by Sport Australia that includes advice and resources to help members get ready to recommence training, competitions and programs in a safe, responsible and low risk manner.

In summary, KWWA aims to ensure that Kung Fu / Wushu will thrive in Western Australia and that it is supported through a united system connecting and promoting an active recreational lifestyle to the health and well being of the community.



Major Assumptions



OUR GOALS

To promote the sport of Kung Fu Wushu throughout WA ensuring the sustainability and longevity of our art/sport/activity.

Developing and maintaining world class coaching resources.

Conducting government supported programs that will increase participation in Kung Fu Wushu via increased student enrolments with our member organisations and clubs.

Improving the competitiveness of our elite athletes at National and International competition.

Developing high performance coaches, athletes and officials.

To broaden the profile and priority position of Kung Fu Wushu within the sporting and general communities.

To ensure an ongoing presence and leadership role for Chinese martial arts via local and State government programs.

To provide leadership in fostering partnerships, relationships, succession planning and commercial sustainability.

To unlimited access to sporting venues and facilities to host events and competitions.

Issues & Outcomes



CRITICAL SUCCESS FACTORS & ISSUES

KWWA is faced with a number of issues that is likely to have a direct impact on the implementation of the plan. Listed are some sample issues.

- Decrease levels of funding from sources such as sponsorship, fundraising, government
- Issues corporate governance – role of the board, regions, committees, directors, relationship between Executive and management/staff, reporting lines between Executive/management/committees.
- Servicing of member organisations
- Implementation of education and training programs
- The decline in volunteers
- Lack of a unified approach to strategic planning and coordination
- Regional development
- Allocation and management of human resources
- Marketing and promotion of the department to corporates, government, and the general community

OUTCOMES

The following outcomes reflect what the sport wants to achieve over the next three (3) years:

- financial stability and growth
- the sport to have strong market position
- be recognised as leader in best governance and management
- increase support to member organisations
- member organisations to implement the strategies of the KWWA
- increase levels of sponsorship and fundraising
- effective Governance and management practices in place
- effective volunteer management plan
- athlete membership growth and participation
- effective sport education programs
- increase participation in competition events
- greater level of support from sporting organisations



Strategic Plan 2024-2027



OUR BACKGROUND

Kung Fu Wushu Western Australia (KWWA) was formed in 1988 and formally incorporated in 2010. In 2012 KWWA was recognized by the Western Australia State Government as the State Sporting Organisation (SSO for Chinese martial arts (Kung Fu, Wushu, Taichi, Sanda) in W.A.

OUR VISION

Kung Fu Wushu will become one of the leading mainstream sporting and cultural activities in Australia.

OUR MISSION

To develop Kung Fu Wushu into a broadly-based, professionally managed and dynamic activity and sport.

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.



Priorities and Strategies



STRATEGIC PRIORITIES

In providing a blueprint for the future of Kung Fu Wushu in WA, KWWA has identified four key strategic priorities as the pillars upon which the sport is nurtured and promoted over the period 2024-2027.

Strategic Priority 1

Activity & Sport Development

Strategic Priority 2

Business Development for our Member Organisations and Clubs

Strategic Priority 3

High Performance Coaching/ Elite Athlete Development

Strategic Priority 4

Sporting Venue Facilities available for Events and Competitions

These initiatives will be supported by our Strategic Support Platform that includes good governance, sound financial management and engagement and consultation with members. The Strategic Plan will be underpinned by detailed operational plans and procedures which 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 Committee.



Organisational Structure



OUR STRUCTURE

VISION / OBJECTIVES / VALUES

STRATEGIC PRIORITY

Sport Development

Business Development

High Performance

Sporting Venue Facilities

STRATEGIC SUPPORT PLATFORM

Good Governance

Sound / Financial / Planning Management

Community Engagement

Marketing and Communication

Research and Development

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 martial art and sport of time-honoured value and history.
- Culture – a welcoming, safe, ethical and inclusive environment.
- Government Alignment - Our Brand is government recognized – we will be placing a greater emphasis and focus on this in how KWWA and its members organisations market themselves.



Strategic Framework



STRATEGIC PRIORITIES

In providing a blueprint for the future of Kung Fu and Wushu in Western Australia, four fundamental goals have been identified as the key strategic priorities upon which the industry is nurtured and promoted over the period 2024–2027:

Strategic Priority 1

Activity & Sport Development

Strategic Priority 2

Business Development for our Member Organisations and Clubs

Strategic Priority 3

High Performance Coaching/ Elite Athlete Development

Strategic Priority 4

Sporting Venue Facilities available for Events and Competitions

These initiatives will be supported by a strategic support platform which includes long term infrastructure, facility and resource plans; communication and marketing strategies; and ongoing stakeholder engagement. The plan will be managed, monitored and reviewed regularly by the Management Committee and will be reviewed annually. The Strategic Plan may be adjusted to take into account new opportunities or changing conditions affecting Kung Fu Wushu.



Strategic Priority 1

Activity / Sports Development



OBJECTIVES

To increase the capacity of kung fu to deliver programs by:

- Developing the base infrastructure for kung fu 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 Instructors with associated high quality programs and resources.
- To develop highly skilled Instructors and officials by:
Providing access to accreditation programs both accredited nationally and internationally.

STRATEGIC INITIATIVE 1.1 Seek WA Government Support for Regional Events

- Seek support from the WA Government for the development of Regional Kung Fu Wushu events.
- As part of this plan we will identify major population centres north of Perth and population centres south of Perth in which the local councils will support the staging of such events.
- These events will be added to a new Perth event (also supported by local government) plus the main event of the WA State Championships.

STRATEGIC INITIATIVE 1.2 Education and Accreditation

- Provide accredited training programs in the conduct of instructing and officiating.
- Via State and Local government agencies provide access to education resources and materials.

STRATEGIC INITIATIVE 1.3 High Performance Athlete Development

- Endorse and develop a state program for athlete development.
- In partnership with State and Local government agencies develop resources to assist the clubs to recruit more Kung Fu Wushu students.
- Provide training clinics and workshops.

STRATEGIC INITIATIVE 1.4 Instructing 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 Instructors

Strategic Priority 1

Activity / Sports Development



STRATEGIC INITIATIVE 1.5 – Regional Competition Structure and Events

- Establish a regional competition structure to allow for strategic growth within the sport.
- Establish a Regional Event Management Committee to ensure consistency and quality of regional 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 are met.
- Educate clubs in attracting funding and capital grants from State and Local government.

STRATEGIC INITIATIVE 1.7 – Growth Participation Level

- Regular mailings to Kung Fu Wushu schools that are not members of KWWA that will include an outline / presentation on the benefits of becoming a member.
- Expansion of membership eligibility to include such non-kung fu schools that wish to train and compete in Sanda, Tai Chi, Kung Fu Wushu

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

EVENTS SCHEDULE

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

Strategic Priority 2

Members Business Development



OBJECTIVES

To establish and develop a business operating culture that successfully leverage Kung Wushu's brand, image and assets returning consistent and sustainable economic benefits to our member organisations.

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 2.3 – 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 the KWWA 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 KWWA special projects.



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 2.4 – Marketing Kung Fu Wushu's Properties

- Market and leverage KWWA's key properties including the WA athletes in the National Team, major events, KWWA heroes, facilities and courses, and our members.
- Conduct research to establish where the benefits to KWWA sit for TV, online broadcast and other media.

Strategic Priority 2

Members Business Development



STRATEGIC INITIATIVE 2.5 – Promoting Kung Fu / Wushu’s Messages

- Clearly promote KWWA’s key messages of a healthy lifestyle, teamwork, tradition and history.
- Seek financial and logistical support from State and Local government funded programs to align our member clubs with our ‘Kung Fu – Activity for Life!’ and ‘Kung Fu-From 8-80’ marketing initiatives.

SUCCESS INDICATORS

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

STRATEGIC INITIATIVES 2.6 – State Events

- Promote regional events as a key component of KWWA’s business development strategy through the establishment of a State Event Management Committee with well-structured commercialized event business plans.

STRATEGIC INITIATIVE 2.7 – Media and Communication

- In partnership with State and Local government agencies develop a coordinated media and communications strategy. This will include an expanded internet and Facebook presence as well as the promotion of the Martial Arts Instructor Finder APP via which users can assess comprehensive information on kung fu / wushu as well as contact details on accredited instructors in their area.



Strategic Priority 3

High Performance



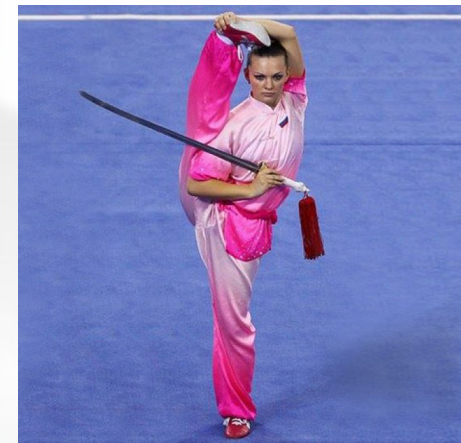
OBJECTIVES

Performance Objectives:

- To have WA athletes in the Oceania Championships.
- To win medals at the World Wushu Championships.
- To win medals at the World Junior Wushu Championships.
- To win medals at the Pacific Games (Kung Fu/Wushu) Events

CHAMPIONSHIP PROGRAM OBJECTIVES

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



STRATEGIC INITIATIVE 3.1 – Regional Leadership

- The Regional Head Instructors will provide effective regional coaching leadership and direction.
- Build and maintain strong effective working relationships with other Oceania 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 Oceania 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 Oceania Championships performances.
- Provide effective mechanisms to ensure there is appropriate athlete responsibility for performance.

Strategic Priority 3

High Performance



STRATEGIC INITIATIVE 3.3 – Instructors

- Retain and further develop proven World Championships and Oceania Championships medal winning instructors.
- Identify key coaching characteristics and skills required to coach World Championships and Oceania Championships medal performances.
- Provide coach development opportunities to targeted instructors demonstrating targeted coaching characteristics and skills.
- Ensure alignment between targeted coach characteristics and skills and the National Coaching Accredited Scheme (NCAS).
- Ensure Instructors 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 Instructors 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 Oceania Championships by utilising the best sports science and sports medicine resources across WA.

STRATEGIC INITIATIVE 3.6 – International Competition

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

Strategic Priority 3

High Performance



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 KWWA's media profile and communication plan.

SUCCESS INDICATORS

- High Performance Plan in place.
- Performance outcomes:
- WA athletes in the National Team.
- Medals at the World Championships and Oceania Championships.



Strategic Priority 4

Sporting Venue Facilities



OBJECTIVES

To establish and develop a business operating venue that will successfully used to host events and workshops to leverage Kung Wushu's brand, returning consistent and sustainable economic benefits to our member organisations.

STRATEGIC INITIATIVE 4.1 – Resources

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

STRATEGIC INITIATIVE 4.2— International Exchange Programs

- Develop closer collaboration with other nations in the Asia-Pacific Region.
- Deliver exchange programs leveraging on the skills of selected athletes, coaches and officials.
- Consultation on development of strategic business sporting opportunities for hosted events

SUCCESS INDICATORS

- Annual financial growth from non-government sources.
- Maintenance of facilities standard operations.
- High Performance programs in place.
- Performance outcomes:



Summary Review



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 KWWA and its members.
5. Regional and National Capacity, Commitment and Resources
 - Operate in the spirit of collaboration with the philosophy of “National Leadership, Regional Delivery”.
 - Ensure regional commitment and a cooperative approach to providing resources to develop capacity within the activity/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 activity/ sport.