



Irish Taekwon-Do Association Strategic Plan 2011 - 2015



Foreword

This strategic plan builds on the good work done to date and sets the course for the coming years so that we can look forward with confidence and with purpose.

A Letter From Our President



It is with great pleasure that I write this introduction to the 2011 – 2015 Strategic Plan for the Irish Taekwon-Do Association. The ITA has grown from strength to strength in the past years on the back of initiatives put into motion by the Board of Directors, the working committees or the AGM. It is now time to take a considered and planned approach to our future progress.

Our instructors and members have very high expectations of the ITA. They take pride in the hard work and achievements of the association and are willing to play their part in the next phase of growth and development. They have clearly stated that they see the ITA as the premier Taekwon-Do association on the Island of Ireland and they want, not just to maintain that position, but to position the ITA as one of the strongest associations in the world of ITF Taekwon-Do.

This strategic plan builds on the good work done to date and sets the course for the coming years so that we can look forward with confidence and with purpose.

Master Kenneth J Wheatley

President

Irish Taekwon-Do Association



Purpose

On the 3rd July 2011 the ITA held a Strategic Planning day, giving all members over the age of 18 and holding a grade of 1st Dan or higher the opportunity to express their goals for the future development of our association. The views expressed were honest, insightful, direct and open and were recorded as accurately as possible to allow for their translation into a working strategy for the Association for the coming years.

The ITA Strategic Plan 2011 – 2105 details the steps needed to bring the ITA into the second half of the decade stronger, more productive, more professional and more inclusive than ever before. These steps have been determined according to the goals and ambitions of its members, tempered by the operational practicalities outlined by the Board of Directors. The ITA has a determined and ambitious membership, and the outcomes of this strategy reflect their drive and enthusiasm



Mission Statement

ITA will lead by example as the best place to practice Taekwon-Do in Ireland by providing inspiration, leadership, innovation and quality supports to its members.

Outcomes

Raise the profile of ITA nationally and internationally

Grow the ITA bringing our membership above all other ITF groups in Ireland combined

Develop our financial structures and funding to facilitate greater activity, member services and national team support

Enhance competition structure to promote participation, talent development and retention

Coordinate with the TAB and IMAC in the development and delivery of coach education and training in line with European best practice

Develop the brand of ITA such that it becomes synonymous with our core values

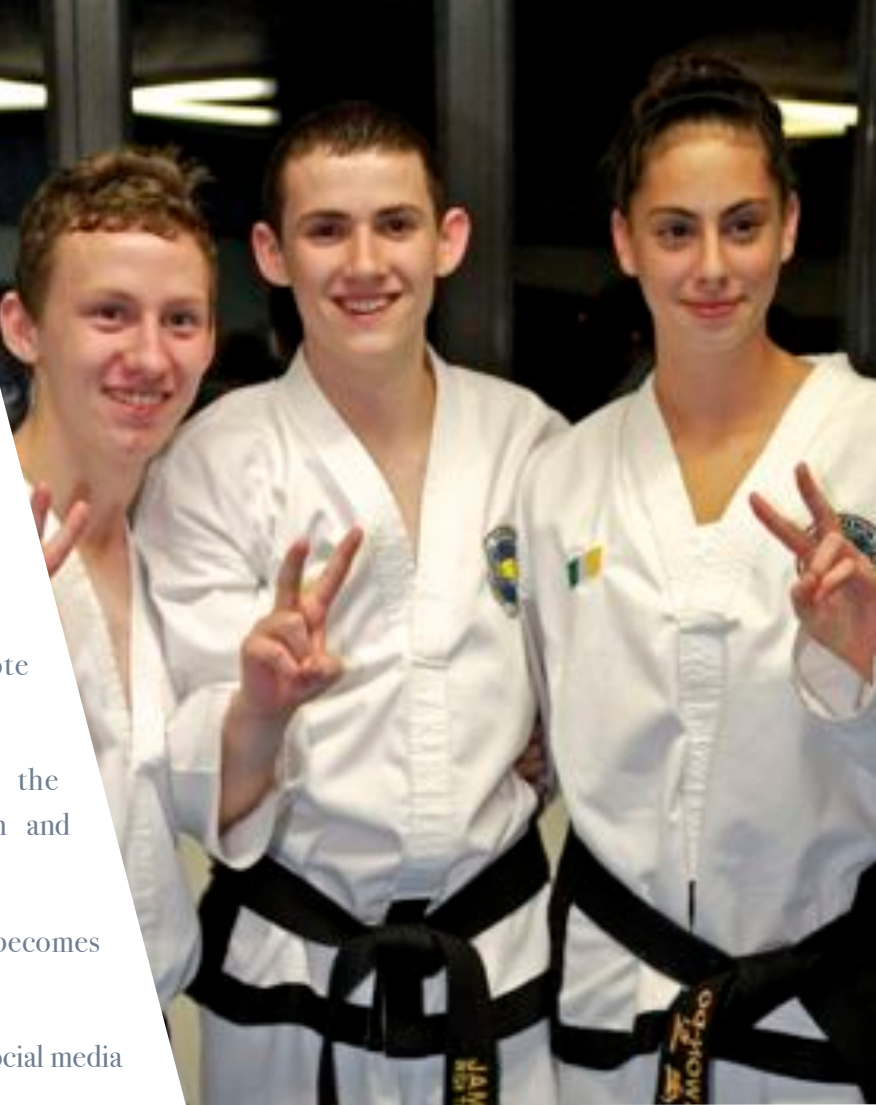
Promote our work through press, online media, social media

Launch initiatives to promote inclusion within Taekwon-Do of female athletes, athletes with disability and athletes from disadvantaged areas

Provide opportunities for our members to strengthen working relationships

Build on the existing ITA structure to accommodate growth and increased diversity of activities

Ensure the ITA technical syllabus is suitable for all members



"Be careful what you water your dreams with. Water them with worry and fear and you will produce weeds that choke the life from your dream. Water them with optimism and solutions and you will cultivate success. Always be on the lookout for ways to turn a problem into an opportunity for success. Always be on the lookout for ways to nurture your dream."

Lao Tzu

Values

The ITA will operate according to a strict set of core values.

We will be democratic and transparent in our decision making.

We will be accountable to our membership for our actions.

We will act ethically and with integrity at all times.

We will work with dedication and persistence to achieve our goals.

We will act in a progressive and positive way.

We will be inclusive.

We will be inspirational.

Who is the Strategy For

Board Members: by providing a mandate for the current and future Boards of Directors, and setting out the expectations that the ITA membership have expressed

Instructors: by showing clearly what developments they can expect over time within the ITA and allowing them to have certain expectations of the Board

Students: by giving a clear understanding of the path the ITA will follow and what developments and services will effect them as they progress in Taekwon-Do

Sponsors: by showing clearly where the ITA is positioned and where we are going, sponsors can get a better feel of the organization they will be investing in

National Sporting Agencies: by taking a step that is expected of all government recognized bodies and following it through to it's conclusion we are learning how to operate in the manner expected of us

ITF: Illustrating our current position and potential and granting the ITF a yardstick against which to measure our capacity to accomplish that which we set out to do

AETF: Providing additional support to our bid to host a European Championships in 2014 by illustrating the professionalism and organizational competence of our association

Local Authorities: Helping clubs at a local level to illustrate to local authorities that they are part of a well organized group recognized by the state when seeking grant aid/support

Challenges

And Key Issues

Ireland is currently experiencing the deepest recession the state has faced in three decades with outward migration and unemployment at almost unprecedented levels. State support of sport and sporting bodies is in decline. Discretionary spending is diminishing and some areas of sport and recreation are now considered luxuries, which must be shed as financial constraints hit families.

"Don't wait until everything is just right. It will never be perfect. There will always be challenges, obstacles and less than perfect conditions. So what. Get started now. With each step you take, you will grow stronger and stronger, more and more skilled, more and more self-confident and more and more successful."

Mark Victor Hansen



Against this backdrop Taekwon-Do must move to position itself in the best possible way to assure stability and continued growth. We must ensure that Taekwon-Do is considered a developmental necessity rather than a discretionary luxury by highlighting the societal value of the martial art and it's capacity to improve lifelong health prospects through well developed programmes. We must look internally and with ingenuity for sources of revenue and not hold out hope for state funding or large external sponsors. Finally we must work harder within our local communities to build good will and a positive image of Taekwon-Do in general society.

Status Check

Before setting out on any journey it is necessary to establish where you are, otherwise you will never know how far or how fast you need to travel or what route you should take. The members of the ITA conducted a SWOT (strengths, weaknesses, opportunities, threats) analysis of the association with the following conclusions.

Strengths

Characteristics of the association that give it an advantage over other associations in the country

Regular Board Meetings: The board of directors of the ITA meet either over Skype conference calls or face to face 12 – 14 times per year, allowing prompt responses to issues that arise and facilitating the working committee nature of the board

Good relationship with ITF: The ITA is perceived internally as an association in good standing with the ITF, well regarded by the directors and grandmasters.

Success: The success of our competitors in international competition, particularly in European and World Championships of late speaks volumes for the level of training available within the ITA

Standard/technical level: It is evident from the black belt gradings and from watching regional/national tournaments that the quality of Taekwon-Do practiced by our members is improving all the time and is higher than in other Irish associations

Tournament committee: Innovation and structured evolution of the tournament structure brought about

by the Tournament Committee has been very welcome

IT Programming: The scheduling system, individual timetabling for competitors and chronological timetabling of competitors for instructors are very welcome improvements

Website/Facebook: Both the ITA web presence and the Facebook social media platform are well maintained, informative, visually attractive and regularly visited.

Good integration and communication between regions: Instructors and clubs are networking within their regions to offer better services to their students through mini competitions, fun days, promotional events etc

Efficient infrastructure: Instructors can benefit from efficient interactions with the association with a minimum of red tape.

ITA Syllabus/Training Manual: Having a clearly defined and written syllabus to give to students alleviates confusion and provides a home based study resource

Structure: The structure of the association, placing the club instructor at it's heart is seen as a positive thing

Constitution: Our constitution is considered a fair and enlightened document which is well adhered to

Structure of Board: The unique arrangement of our board (8 members, president only votes in case of a tie) reassures our members that the Presidency is a position of honour and duty rather than political power

Democratic organization: Voting structure at AGM with each club instructor receiving one equal vote and the re-election of all Board Members annually

Services to members: Members feel well provided for by the association in terms of support for their club and events for their students

Prospects National/International: Our members feel that regardless of their particular area of interest within Taekwon-Do there is an outlet at both national and international level offered through ITA

IMAC / TAB: Direct membership of IMAC under the TAB is seen as a key benefit of ITA membership due to the value of Government recognition, coach education and training, garda vetting, child protection support etc

Professionally recognised coaches: Coach education provides a stepping stone toward eventual professional recognition of coaches as experts in a field

Irish Sports Council recognition: Considered a useful tool in differentiating the ITA instructor from the unregulated and often unprincipled martial arts instructors in the marketplace

Coach education and development: Both a valuable resource in it's own right in progressing the knowledge base and skill set of instructors and also another tool in differentiating the legitimate instructor from the unregulated ones

Number of members: The scale of the ITA allows for greater opportunities for all members as it can now offer more well supported events and fairer tournaments

Standard of instructors: Education, training, continuous professional development and the requirement to meet national standards at black belt testing have led to a high level of instruction in Ireland

Access to events: ITA offers many events and these are distributed across the regions allowing the average student to access more events at less effort

Confidence in ability: ITA is taking on greater and greater organizational challenges due to increased confidence in its ability to deliver a quality event. This is because of the wide pool of talented individuals who have been deployed and managed to great success in organizing major events

Outside perception/image: ITA members believe that non members in the Taekwon-Do community hold us in high esteem

Weaknesses

Characteristics that could place the association at a disadvantage relative to other associations in the country

Self Defence: The association currently lacks a clearly defined syllabus on self defence (specifying the situations but not the responses) with the result that instructors are unsure of what is acceptable and how it will be marked at black belt testing

Complacent Instructors/Lack of engagement: While there is a depth of proactive people within ITA there are always a number of clubs/instructors who remain largely inactive each year

What's in it for me: It is clear that many instructors are unwilling to contribute their time/skills unless there is a direct personal reward for their effort (financial or otherwise)

Administrative training: Instructors could benefit from administrative training which would help them in the running and management of their clubs

Starter pack for new instructors: Currently the ITA do not offer a package for new instructors to assist them in opening a club

Failure to push AGM: While the AGM is relatively well attended by the voting membership, the general membership should be encouraged to attend and have their opinions heard

Taking things for granted: There is a tendency amongst members to take what services are provided for granted and thus the people responsible for the delivery of these services can be unappreciated and eventually lose interest in doing this work

Lack of repercussions: The ITA needs to be stronger in applying sanction where members are in breach of the constitution or bye-laws



Lack of encouragement for homegrown students to become instructors: While new instructors are welcomed there are no incentives or supports in place to encourage ITA members to open clubs.

Lack of government funding: While ITA and its clubs are members of IMAC there is no direct access to Government funding.

Don't cater for new adult students: Most ITA clubs do not offer adult beginner classes

Lack of national and regional publicity: The ITA does not engage on a regular basis with the National or indeed Local media for promotion and publicity

Retention of female students: As with many sports ITA has a poor track record in relation to the drop off rates of female students at the two key transition phases of adolescence and transfer to third level education

Lack of senior competition: Until very recently the ITA only offered 1 senior championships per year

Selection system for national team: ITA doesn't control the selection for the national team, however, the members feel that the approach is inconsistent and doesn't place competitors interests first

Transition phase: National team programming doesn't allow for a restorative transition phase, partly because of inconsistent scheduling of international events by ITF/AETF and partly because of national team selection events

3 year cycle with Irish cup: The membership feel the Irish Cup open international should move annually between the Eastern, Southern and Mid-West regions

Scheduling of tournaments: The three main ITA events should take place annually in the same place on the calendar

Growth too fast/uncontrolled: Some members feel that the growth of the ITA may be faster than the association can efficiently scale and that systems might need time to adapt to greater use

Public Relations National/Local: That the ITA should actively work on promotion and media relations on a national and local level

Marketing National Local: The ITA currently markets itself through Google Adwords, Facebook and Irish Fighter Magazine. Members would like higher profile marketing in the national media (print, radio, television) and through local media (print, radio)

Need to encourage tournament participation: Tournaments are well supported by approximately half the association. 50% of clubs do not participate regularly

Monitor dropout of members: We currently have no statistics on the rates and nature of dropout of our members which will be necessary in designing retention strategies

Male Female Demographics: We do not currently have an age/sex register of our members nationally which impairs our ability to appropriately plan and to market ourselves to potential sponsors

Lack of female instructors and coaches: Currently there are only three schools in the ITA with female lead instructors

Black Belt syllabus needed: Currently the ITA does not provide a written syllabus for the Dan grades

Colour belt syllabus for children: The ITA syllabus is a generalized syllabus and does not provide explicitly for younger children.

Need to embrace technology: Many functions that are currently handled manually or through email could be handled automatically online or through applications

Expand from within: ITA needs to have an expansion strategy that promotes the development of clubs and instructors from our current membership

Need to encourage female black belts to be more active: ITA needs to help female black belts to take more prominent positions in the association

More attention to female students: Coach education needs to prioritise the treatment of female students in the club setting

Opportunities/events for non competitive juniors: ITA needs to develop more events that allow for social interaction among non competitive junior members





"When you do nothing, you feel overwhelmed and powerless. But when you get involved, you feel the sense of hope and accomplishment that comes from knowing you are working to make things better."

Anon

"The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark."

Michaelangelo

Give instructors ability on childrens games for class: Instructors want a structured resource detailing a games approach to the physical and tactical development of children in the Taekwon-Do class

Competitor and coach burnout: ITA needs to address factors leading to burnout of competitors and coaches, particularly at the international level

Lack of funding from ITA for competitors: Currently the ITA does not provide any financial support to the competitors attending European or World Championships

Lack of activity in seeking sponsorship: There is a perception of inactivity in seeking sponsorship for the association from private enterprise

Lack of ITA merchandise: ITA members want further ITA branded merchandise to be made available for sale through the website and through the clubs

National team sports medical support: A formalized sports medical support system is desired for national team competitors

Opportunities

Chances to enhance our position or gain market share in Ireland

Business/Marketing: ITA have yet to fully capitalise on the potential to market the organisation and develop business programmes within the organisation to improve funding

Press/Media Advertising: Currently there is almost no national or local advertising of ITA

Branded Products: Sale of branded products would enhance our brand as well as generating funds for the association

Sponsorship/Funding ITA arranged events: ITA can seek new sources of sponsorship or funding for different types of events eg. Education and training may receive local authority support

Independent advertising at competitions or on website: ITA can seek to package the website and competitions as high profile items for external sponsors

Coordinated package for advertisers: Business development committee could expediate the process of seeking sponsorship by preparing a package for advertisers

Membership: Our membership is strong but growth in membership will result in economies of scale and will make more events viable

Geographic Growth: Currently ITA is only active in 2 of Ireland's 4 provinces or 11 of 32 counties. Growth into other geographic areas should be promoted.

Business model for successful school: There are many successful clubs/instructors in the ITA. Their expertise should be drawn upon to compile a business model for a successful school for the use of ITA members

Interclub communication/cooperation: ITA can provide examples of what is possible when clubs within a region cooperate which all regions/clubs can utilize



Age group specific syllabus: ITA can draw on the principles from it's Long Term Participant / Athlete Development model to design syllabi which are specific to the age and stage of development of the student

Enhanced regional development: ITA can help with the strategic development of the regions by researching the most viable locations for new schools within each existing region

Regional PR: ITA can assist local clubs with preparing material for press in a professional and easily accepted manner

Community involvement: ITA can organize initiatives to enhance community involvement and integration of clubs. Charitable work, community service and networking with community groups are some examples

More coordination and participation in international events: ITA can assist members wishing to participate in international events by coordinating information on members travelling and assisting members to save money

Youtube Channel: ITA has only just begun to utilize this medium and should expand the use of free accessible video content

Multimedia Expansion (App for ITA): An ITA members app could provide for personalised content relevant to that individuals status.

Direct involvement with members/students: ITA's contact with individual members could be enhanced through promotion of social media, individual registration, mailing lists etc

Photo competitions: Photo caption or photo competitions on the website and facebook page could generate traffic and might encourage students to share their best photos from ITA events and training

Website reports: The ITA site could report more on local events if appropriate articles and photographs were submitted by club PRO's

Development of tournaments: There is scope for further development and improvement of ITA tournaments

Development Squad/U21's/Futures: ITA can work to address the low rate of transition from underage competition to senior competition by creating a development squad or by creating a transitional age group or ability level at competitions

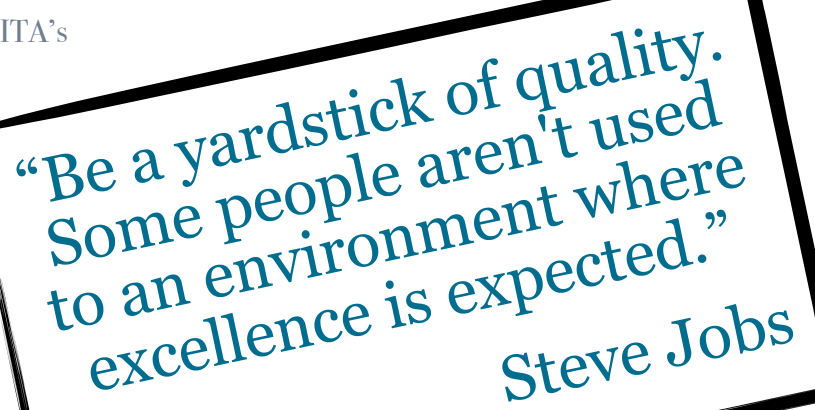
Power, special and team events in competitions: Sparring and Pattern events in competition can be supplemented with the other disciplines once they can be efficiently run

Instructor workshops: Continuous professional development can become more specific over time to take into account areas of interest from the membership

Inclusion of people with disability: ITA can develop a policy with supporting education, training and resources to enhance the inclusion of people with disability in Taekwon-Do training

Promotion of ITA nationally and internationally: ITA can work to enhance it's image and standing in the Taekwon-Do community both in Ireland and abroad

Why are people in ITA?: ITA can conduct research to investigate what it's members see as the primary benefits



**“Be a yardstick of quality.
Some people aren't used
to an environment where
excellence is expected.”**
Steve Jobs

Demo teams: ITA could set up a national demo team/teams to help in the promotion of Taekwon-Do in new areas

Look at new ways of determining best school at tournaments: The tournament committee could consider using an alternative ranking system to decide the best club at competitions

Team building for the group: black belt excursions: Non Taekwon-Do activities could be utilized to provide social opportunities for group cohesion

DVD resources: DVD or online visual media resources could be developed to help students prepare for gradings

Threats

Elements in the environment that could cause trouble for the business

Other TKD Groups: While there are splits in the ITF and in Taekwon-Do generally it will always be possible for a variety of reasons for instructors to choose another group to meet their needs

Other Martial Arts/Sports: Trends are fickle and can favour a particular sport or martial art at a particular time. The three major field sports in Ireland are spending very heavily on promotion and recruitment

Recession: Lack of disposable income may threaten the viability of clubs in certain circumstances

sports in the public perception we need far greater knowledge among the general population. This is difficult to achieve

Who we are ITA/ITF: The distinction between ITF (ITA) Taekwon-Do and some of the other Taekwon-Do groups is unclear and so the public do not make an informed decision. Marketing is thus highly important.

Splits within the group: Differences between instructors can lead to members looking to move to other Associations. This will be possible as long as that option remains

Lack of funding for governing bodies: Government cutbacks will result in less funding for governing bodies which



Legislation: Strengthened legislation in relation to child protection will necessitate greater supervision ratios which may be difficult to achieve

Garda Vetting: Need for garda vetting is an additional hurdle to cross before one can become an instructor. It is time consuming and may put some people off

Insurance: Rising cost of public liability may be a challenge for new clubs in particular

Education of public: To separate Taekwon-Do and indeed ITA Taekwon-Do from other martial arts/

will impact on coach education and support, women in sport funding and capital investment

Imbalance of views between contribution people can give: Those that contribute most perceive others as lazy. Those who contribute less perceive others as power hungry. This imbalance can lead to tension.

Shrinking of senior pool due to success of current competitors: It is currently very difficult for a competitor progressing from the junior ranks to gain competitive success in the senior divisions, resulting in higher than normal dropout from competition at this age.



Themes

The ITA strategic planning group proposed and prioritized actions aimed at improving the association in light of the status check. The actions fell under nine headings or themes.

Structure | 1

Finance and Marketing | 2

Communications | 3

Education and Training | 4

Competitions | 5

Technical / Syllabus | 6

Expansion | 7

Inclusion | 8

Relationships | 9



Structure

No.	Strategy	Progress Markers	Responsible	Timeline
1.1	Enforce sanctions for instructors not adhering to ITA rules/policies	<i>All club membership fees paid on day of AGM</i> <i>All Kup grading fees paid within 1 week of grading</i> <i>All instructors will hold an ITF plaque certificate</i> <i>All examiners will complete an IIC every 3 years and will hold an International Instructor Certificate</i> <i>All club instructors garda vetted</i> <i>All club instructors will have Child Protection Awareness, First Aid and minimum of Level 1 Coaching Qualification</i>	EDC BOD	Sep 2011 – Jan 2012 Jan 2012 – Jan 2013
1.2	Draft clearer legislation to guide the Ethics and Discipline committee	<i>Ethics and discipline policy document</i> <i>Instructors code of conduct document signed by all instructors</i>	BOD EDC	Q2 2012
1.3	Utilise expertise held by members of the association	<i>Member of the Board of Directors responsible for overseeing each working committee</i> <i>Involvement in committees and subcommittees of non-instructors</i> <i>Expertise that is currently sourced externally will be sourced within the association</i>	BOD BDC	Jan 2012 Jan 2012 – Dec 2015 Jan 2012 – Dec 2015
1.4	Research the demographics of the association	<i>Survey conducted indicating the geographic spread of members, age profile, gender profile, grade profile</i>	BOD Working group	Feb 2012 – April 2012



Finance and Marketing

No.	Strategy	Progress Markers	Responsible	Timeline
2.1	Improved appointment process to business development committee	Applicants for committee positions to submit credentials for the position for the consideration of the AGM	BOD AGM	Jan 2012
2.2	One member of the Board of Directors will be given responsibility for the management of the Business Development Committee	Constitution changed in relation to Roles and responsibilities of Board Members Board member assigned to management of the Business Development Committee	BOD AGM	Jan 2012 -
2.3	Improve marketing of events to our membership and the public	Design and print posters for distribution to clubs for all major ITA events Put ITA tournament application forms on reverse of poster	BOD BDC TUC	Sep 2011 - Q1 2012
2.4	Expand the range of ITA merchandise available	Mascot/toy, keyring, pen, calendar, clothing etc available for purchase on the ITA website Purchase website add on to enable online purchases	BDC	Q1-Q4 2012 Q1 2012
2.5	Look for opportunities to outsource/license the distribution of ITA merchandise	Promotions company handling the order/distribution process for certain merchandise	BDC	Q2 – Q3 2012
2.6	Secure a storage facility for ITA merchandise and equipment	Rent a U-Store or similar secure facility for the storage of all ITA property	BOD BDC	Q1 2012
2.7	Delegate the distribution of merchandise to a member of the business development committee	Business committee member named with responsibility for distribution Merchandise purchases notified to designated person for distribution	BOD BDC	Jan 2012 -
2.9	Create a unified package for sponsors and advertisers	Utilise internal and external expertise to identify ways to highlight the potential of ITA Taekwon-Do as an advertising medium and as a vehicle for sponsorship Package the document for circulation to likely sponsors/advertisers Identify an individual to approach companies to sell advertising	BDC PRO	Q3 – Q4 2012 Q4 2012 Q1 2013

Communications

No.	Strategy	Progress Markers	Responsible	Timeline
3.1	Communicate directly to our membership	Set up a mailing list on the ITA website Facebook and Youtube links on ITA website front page Facebook and Youtube links on event invitations and advertising Contact card for all new members Encourage all members and parents to link to our Facebook page	BOD PRO	Q2 2012 Sept 2011 - Q1 2012 Q3 2012 Sept 2011 -
3.2	Improve range of instructor resources available on ITA website	Club application form Grading application forms LTAD document Coaching Pathway Document	BOD PRO TAB	Jan 2012 Q2 - Q3 2012 Q2 - Q3 2012
3.3	Improve range of member downloads on ITA website	LTAD Posters LTAD Document Link to Syllabus Podcast Link to Youtube Channel for Syllabus Parents guide to tournaments	BOD PRO TAB TC TUC	Q2 2012 Q2-Q3 2012 Jan 2013 Jan 2013 Current
3.4	Develop Youtube Channel as a quality resource for association members	Appoint an administrator/moderator for the Youtube Channel Market/promote ITA youtube channel Standards document for video submission Expand content to include competition, promotional video, instructional resources Become a 'branded channel'	BOD PRO TC TUC	Q1 2012 Q1 2012 Q1 2012 Q2 - Q3 2012 Q3 – Q4 2014
3.5	Market ITA successes at international events	PRO to capitalize on success stories to promote the ITA nationally and internationally	PRO	Jan 2012 -
3.6	Increase the utilization of Facebook	4000 'likes' on ITA Facebook Page Market all events on the Facebook page Use Facebook to communicate events and activities directly to the membership Use Facebook as a survey tool Launch Facebook shop	BOD PRO BDC	Sep 2011 – Q1 2012 – Q3 – Q4 2012

Education and Training

No.	Strategy	Progress Markers	Responsible	Timeline
4.1	Develop a resource for training children based on a games approach	Release printed manual Release PDF with embedded video Deliver workshop Include in Level 1 Coach Education	BOD TAB	Q2 2012 Q4 2012 Q2 2012 Q3 2012
4.2	Improve education of coaches and competitors to reduce burnout	Include sections on burnout in Level 2 Promote participation on Level 2 coaching course Observed reduction in dropout from competition of senior competitors	BOD TAB	Q3 2012 - Q2 2012 - Q4 2015
4.3	Continue to refine coaching process for children in ITA	Incorporate information from ITF Children's Programme where appropriate Deliver CPD workshop on application of LTPAD document	BOD TAB	Q3 2012 Q2 - Q3 2012
4.4	Promote Introduction to Coaching ITF Taekwon-Do course with students 16+	ITA needs to market the Introduction to Coaching ITF Taekwon-Do Course directly to members who meet the entry criteria. Club instructors need to look within their clubs to identify suitable candidates	BOD TAB	Q1 – Q4 2012
4.5	Promote the Level 1 Assistant Club Coach Award, particularly to Female members	Improve ratio of female to male instructors on courses Change perception of Level 1 course such that all adult black belts see the value in undertaking it	BOD TAB	Q1 2012 – Q4 2013
4.6	Clarify course content in promotional advertising	Provide full list of outcomes with course information sheet	BOD TAB	Q1 2012

Competitions

No.	Strategy	Progress Markers	Responsible	Timeline
5.1	Improve resourcing, support and development of the Irish National Team	<p>Clear selection process for European and World Championships</p> <p>Allocate appropriate funding to national team competitors</p> <p>Allocate appropriate funding to national team coaches</p> <p>Allocate appropriate funding to national team umpires</p> <p>Allocate appropriate funding to national team support staff</p> <p>Team captains to represent competitors during strategic planning for the national team</p> <p>Regular 360° feedback sessions with national team after international competitions</p> <p>Dedicated first aid/physiotherapy available at national team training sessions</p> <p>Create a development squad on a national/ regional basis</p>	<p>BOD, National Coaching Panel</p> <p>BOD</p> <p>National Coaching Panel</p>	<p>2011</p> <p>2012-2014</p> <p>2012-2014</p> <p>2012-2014</p> <p>2012-2014</p> <p>2012 Q2</p> <p>2012 Q2</p> <p>2013 Q1</p> <p>2012 Q2-3</p>
5.2	Review tournament structure	<p>Facilitate A & B events (potentially U21 or U23)</p> <p>Review the method of determining best school</p> <p>Introduce pool or requalification draws in all senior and cadet black belt events</p> <p>Fix the ITA tournaments to regular points on the calendar</p>	<p>TUC</p> <p>TUC</p> <p>TUC</p> <p>TUC, AGM</p>	<p>2012 Q1</p> <p>2012 Q1</p> <p>2012 Q1</p> <p>2012 Q1</p>
5.3	Host an annual international tournament	Assign at least one ITA tournament per year to be advertised at AETF and ITF level	BOD	2012 Q3 -
5.4	Host a European Championships	<p>Prepare and place bid</p> <p>Select organising committee</p>	BOD	2014
5.5	TAB competition annually	Organise one competition per year run by TAB for TAB members	BOD, TAB	2013 Q1

Technical / Syllabus

No.	Strategy	Progress Markers	Responsible	Timeline
6.1	Revise the ITA grading syllabus, differentiating by age/stage of development	<i>Differentiated syllabi by age and stage of development Create an audio resource to assist learning of theory and terminology Create a grading syllabus for Dan grades</i>	<i>BOD, TIC BOD, TIC, BD BOD, TIC</i>	<i>2012 Q3-4 2012 Q3 2012 Q2</i>
6.2	Develop a supporting DVD resource for the syllabus	<i>Create video to support learning of patterns Create video to support learning of step sparring Create video to support the kicking syllabus Make available as Youtube downloads Make available as a DVD set</i>	<i>BOD, TIC, Coaching Officers BD</i>	<i>2012 Q2 2012 Q2 2013 Q2 2012-2013 2013 Q3-4</i>
6.3	Develop a standardized self defense syllabus	<i>Differentiated syllabi by age and stage of development Consult with self defense experts from other fields in writing of syllabus</i>	<i>BOD, TIC, Coaching Officers</i>	<i>2012 Q2-3</i>



Expansion

No.	Strategy	Progress Markers	Responsible	Timeline
7.1	Opening of new clubs	ITA Club Starter Package Advertising support Mentoring scheme Success model	BOD, BDC	2012 Q1 2012 Q1 2012 Q1 2013 Q2
7.2	Regional development	Written regional development plan Incentives for instructors opening clubs in targeted regions	BOD	2012 Q1 2012 Q1
7.3	Demo Teams	National demo team supporting new club openings and contributing to media spotlights	BOD	2014 Q1



Inclusion

No.	Strategy	Progress Markers	Responsible	Timeline
8.1	Inclusion of people with disability	Information on website Workshop as CPD Included on all coaching courses	BOD, PRO BOD, TAB TAB	2012 Q1 2013 2013
8.2	Increased female participation	Specialized and targeted advertising Increased profile within ITA Education on training female athletes on Level 2 course	BOD, BD Instructors, BD TAB	2012 Q1 2012 Q1 2013 Q1
8.3	Increasing uptake amongst adults	Specialized and targeted advertising Increased profile within ITA Education on training adult beginners and recreational participants on Level 2 course	BOD, BD BD TAB	2012 Q1 2012 Q1 2013

Relationships

No.	Strategy	Progress Markers	Responsible	Timeline
9.1	Ascertain the reasons for people joining ITA	Questionnaire for new club instructors who join ITA Follow up questionnaire after 1 year	BOD	2012 Q1 2013 Q1
9.2	Team building activities for instructors	Excursions and non Taekwon-Do events for instructors	BD	2013 Q2-3



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