



Kung Fu Wushu Australia Business/Strategic Plan 2026 – 2030

Kung Fu Wushu Australia Ltd. (ABN 75 141 125 117)

INDEX

INDEX.....	1
BUSINESS/STRATEGIC PLAN 2026-2030.....	4
Introduction	4
President’s Foreword.....	4
Background	5
Vision	5
Strategic Priorities	5
Our Goals.....	6
Our Values	7
Our Brand.....	7
STRATEGIC PLAN STRUCTURE	8
STRATEGIC PRIORITIES	9
Strategic Priority 1 – Sport Development.....	9
Strategic Initiative 1 – Sport Development	10

Strategic Initiative 1.1 - Seek State Government Support for International Events	10
Strategic Initiative 1.2 - Education and Accreditation.....	10
Strategic Initiative 1.3 - Talented Athlete Development.....	11
Strategic Initiative 1.4 - Coach Development Pathways	11
Strategic Initiative 1.5 - Competition Structure and Events.....	11
Strategic Initiative 1.6 - Facility Development and Management	11
Strategic Initiative 1.7 - Growth Participation Level	11
Sport Development Success Indicators.....	12
Strategic Priority 2 – Business Development	13
Strategic Initiative 2 – Business Development	13
Strategic Initiative 2.1 - Kung Fu/Wushu Brand	13
Strategic Initiative 2.2 - Achieving Best Practice in Management	13
Strategic Initiative 2.3 – Achieving Financial Sustainability	14
Strategic Initiative 2.4 –Increase Participation by marketing Kung Fu / Wushu’s Properties	14
Strategic Initiative 2.5 – State Events	14
Strategic Initiative 2.6 - National Events.....	15
Strategic Initiative 2.7 – Media and Communication.....	15
Business Development Success Indicators	15
Strategic Priority 3 - High-performance	16
Strategic Initiative 3 – High Performance	16
Strategic Initiative 3.1- Leadership	17
Strategic Initiative 3.2 - Athletes.....	17
Strategic Initiative 3.3 - Coaches.....	17
Strategic Initiative 3.4 - Resources	17
Strategic Initiative 3.5 - Sports Science and Medicine.....	18
Strategic Initiative 3.6 - International Competition.....	18
Strategic Initiative 3.7 - Communication	18
High Performance Success Indicators.....	19
Strategic Priority 4 - Quality Control	20
Strategic Initiative 4 – Quality Control	20
Strategic Initiative 3.1- Quality Control.....	20
Strategic Priority 5 - Legal and Ethical Compliance.....	21
Strategic Initiative 5 – Legal and Ethical Compliance	21
Strategic Initiative 5.1- Legal and Ethical Compliance.....	21
Strategic Initiative 5.2 –	22
Strategic Initiative 5.3 –	22

Strategic Priority 6 – Contingency Management.....	23
Strategic Initiative 6.1- Contingency Management	23
Support Strategies	25
Review of the Strategic Plan.....	25

BUSINESS/STRATEGIC PLAN 2026-2030

INTRODUCTION

President's Foreword

We all are greatly saddened by the death of our late President, Walt Missingham, who not only contributed immeasurably to our sport nationally and also internationally, but was also a great friend to so many of us.

Continuing his work and direction will be a key aim in this Strategic Plan.

The 2026-2030 Strategic Plan builds on our previous plan and addresses the key strategic priorities of:

- Sport Development
- Business Development
- High Performance
- Quality Control
- Community Benefit
- Legal and Ethical Compliance

The Plan outlines strategies through which we hope to achieve our six stated objectives while continuing to respect the intrinsic values of trust, respect, and fairness in Chinese martial arts.

The previous Strategic Plan established the blueprint for the future direction of Chinese martial arts in Australia. Our current plan is an extension of what we have already established.

This plan provides the ideal opportunity for national integration and alignment of strategic priorities to ensure that Australian kung fu / wushu continues to prosper. Working cooperatively, we can become an integral part of the Australian sporting landscapes.

Implicit within this Plan is the capacity of KWA to react and manage the ongoing challenges presented to us by the continually changing sports environment in Australia. Our overriding objectives and indeed responsibility is and will be the support of our members in their endeavors to grow and prosper into the foreseeable future.

Shai Zhao Ming
President
Kung Fu Wushu Australia

Background

- Kung Fu Wushu Australia was formed in 2010.
- It is a member of the International Wushu Federation (IWUF).
- KWA is the Australian Sports Commission recognised National Sporting Organisation (NSO) for Chinese martial arts (Kung Fu, Wushu, Taichi, Sanda) in Australia.
- The antecedents of KWA date back to 1983.
- KWA has committed to the national Integrity Framework, and is recognised by Sport Integrity Australia

Vision

To develop kung fu/wushu into a broadly-based, professionally managed and dynamic sport which positively benefits all stakeholders and the community at large.

Strategic Priorities

In providing a blueprint for the future of kung fu/wushu in Australia, KWA has identified five key strategic priorities as the pillars upon which the sport is nurtured and promoted over the period 2020-2025:

- Sport Development
- Business Development
- High Performance
- Quality Control
- Legal and Ethical Compliance

These initiatives will be supported by our Strategic Support Platform, which includes but is not limited to:

- Good governance
- Sound financial management
- Stakeholder engagement.

The Strategic Plan will be underpinned by detailed operational plans that will ensure 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 Australia, 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, including but not limited to.
 - a. An increase in female participation across all areas of the sport, including general participation, club management, and sport administration.
 - b. Development and implementation of inclusion strategies and programs to encourage and support participation by special needs cohorts.
 - c. Development and implementation of new and ongoing marketing strategies and programs which make use of both traditional and emerging technologies. Examples of methods and focus areas may include, but not be limited to:
 - i. 8 to 80 participation
 - ii. Inclusion strategies and programs
 - iii. Benefits of industry accreditation
 - iv. Continuing education and development for coaches and participants
 - v. Health and lifestyle benefits
 - vi. Social benefits
 - vii. Community benefits
4. Enhancing the competitiveness of our elite athletes in National and International Competitions.
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.
9. To promote inclusivity in Chinese martial arts, including by actively promoting gender equity.

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 ensure compliance with legal and ethical standards.
- 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 that 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 stakeholders are working towards a common goal.
Focus Discipline and Determination	The key characteristics of a demanding sport are that it also develops responsible and community-spirited individuals.
Tradition	Kung fu/Wushu is a sport of time-honoured values and history.
Culture	A welcoming, safe, ethical and inclusive environment.

STRATEGIC PLAN STRUCTURE



[Return to index](#)

STRATEGIC PRIORITIES

Strategic Priority 1 – Sport Development	
OBJECTIVES:	
To increase the capacity of the sport to deliver programs by:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • Providing a defined pathway for talented athletes and coaches with associated high-quality programs and resources.
To develop highly skilled coaches and officials by:	<ul style="list-style-type: none"> • Providing access to accreditation programs, including: <ul style="list-style-type: none"> ○ Industry and government accreditation programs ○ International training and accreditation programs ○ Nationally Recognised Training (AQF) particularly in the areas of sport coaching and fitness

[Return to index](#)

Strategic Initiative 1 – Sport Development

Strategic Initiative 1.1 - Seek State Government Support for International Events

- Seek support from State Governments, with the assistance of our State Member Associations for the staging of the Oceania Kung Fu Wushu Championships in Australia.

Strategic Initiative 1.2 - Education and Accreditation

- Offer access to and ensure uptake of:
 - Industry and government-accredited training programs in coaching and officiating
 - International training and accreditation programs through recognised bodies
- Provide input into further development of national coaching and officiating programs
- Provide access to education resources and materials.
- Provide discounted access to nationally recognised training from nationally endorsed training packages including but not limited to:

Nationally Recognised Qualifications:

 - SIS30521 Certificate III in Sport Coaching
 - SIS30321 Certificate III in Fitness
 - SIS40221 Certificate IV in Fitness

Nationally Recognised Skill Sets:

 - SSISS00128 Group Exercise leader

[Return to index](#)

**Strategic Initiative 1.3 -
Talented Athlete
Development**

- Work with State Associations on their programs for talent identification.
- Develop, continuously improve, and adapt resources to assist clubs in recruiting kung fu/wushu students and practitioners.
- Provide training clinics and workshops.

**Strategic Initiative 1.4 -
Coach Development
Pathways**

- Ensure access to accredited coaching programs from club level to the elite national level.
- Provide evaluation and opportunities for coaches to undertake professional development and training, which may include access to accreditation programs and, where relevant, Nationally Recognised Training Qualifications.

**Strategic Initiative 1.5 -
State National and
International
Competition Structure
and Events**

- Task National Events Committee (NEC) to ensure consistency and quality of state events.
- NEC to work with States to develop a state competition structure to encourage strategic growth within the sport.
- Develop a calendar of events which includes State events, national events and international events.
- Ensure 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
- Through State and ACT Member Associations, educate clubs in attracting funding and capital grants.

**Strategic Initiative 1.7 -
Growth Participation
Level**

- Regular mailings from State and ACT Associations to kung fu/wushu schools that are not members of their Associations which outline and present on the benefits of becoming a member.

[Return to index](#)

Sport Development Success Indicators

Port development success indicators will include but not be limited to:

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

- Mandate participation of clubs in the annual participation survey.
- Number of coaching courses being conducted and resultant increase in accredited coaches.
- Number of officiating courses being conducted and resultant increase in accredited officials.
- Participation of Australian officials at international and world-class events.
- Delivery of training clinics and workshops.
- Increase in entries at state championships
- Membership base and level of member satisfaction.
- Community interest and engagement
- Risk management including:
 - Increase in safety awareness and injury prevention
 - Access to cost-effective insurance
 - Membership standards including police checks, working with children checks
 - Member governance standards

[Return to index](#)

Strategic Priority 2 – Business Development

OBJECTIVES:

Business Development

To build on established practices and further 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 and the community at large.

Strategic Initiative 2 – Business Development

- Develop and promote the Kung Fu/Wushu brand under the philosophy of:

“One Sport - One Brand - One Logo”.

Strategic Initiative 2.1 - Kung Fu/Wushu Brand

- Identify achievable commercial opportunities linked to the strength and uniqueness of the Kung Fu/Wushu brand.
 - Develop community awareness of the brand and its benefits for health, fitness, and safety.
-

Strategic Initiative 2.2 - Achieving Best Practice in Management

- Ensure effective management to build a sustainable organisation through strategies, including but not limited to:
 - Continuous development and upgrade of policies and procedures to address industry standards, legal and ethical requirements, and other areas of development.
 - Providing mentoring, guidance, and training to relevant stakeholders within the organisation to develop knowledge and capacity.
 - Maintain good relationships with key stakeholders, including 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 and continue to develop a Commercial Development Plan that successfully leverages the Kung Fu/Wushu brand, image and assets, returning consistent and sustainable economic benefits to the sport through sponsorship, investments, licensing and other revenue streams.
- Work with State Associations to access of specialist government grants for particular programs that can assist special projects, and particularly those with potential inter-state or national reach.
- Liaison and negotiation/planning with potential commercial arrangements and or sponsors.

Strategic Initiative 2.4 – Increase Participation by marketing Kung Fu / Wushu's Properties

- Promote Kung fu Wushu's unique ability to meet community needs, accentuating wellbeing through mindfulness, harmony and a healthy lifestyle
- Also highlight teamwork, tradition and history, to link with Chinese culture and communities.
- Market and leverage Kung Fu/ Wushu's key assets, including the athletes in the National Team, significant 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.
- Work with State Kung Fu Wushu Associations to develop Marketing Strategy to promote
 - Female participation
 - Participation generally

Strategic Initiative 2.5 – State Events

- Promote state events as a key component of Kung Fu /Wushu's business development strategy through the NEC

	<ul style="list-style-type: none"> • Evaluate the viability of establishing a State Event Management Committee with well-structured commercialised event business plans
Strategic Initiative 2.6 – Promote National Events	<ul style="list-style-type: none"> • Ensure National Championships held annually. • Work with NEC and State Associations to support National Championships, and ensure financially viable.
Strategic Initiative 2.7 – Media and Communication	<ul style="list-style-type: none"> • Continue to develop and enhance a coordinated media and communications strategy. This will include an expanded presence through the internet, Facebook, and other multimedia platforms, as well as the promotion of the Martial Arts Instructor Finder APP, which allows users to access comprehensive information on kung fu wushu, including contact details of accredited instructors in their area.

[Return to index](#)

Business Development Success Indicators

- Annual financial growth of 5% or more from non-government sources.
- Receipt and maintenance of government funding.
- Full compliance with the KWA constitutional, operational and financial requirements
- Increase in the number of stakeholders, including participants, coaches, officials, office bearers, and other relevant stakeholders.
- Increased communication and interactions with the community.

[Return to index](#)

Strategic Priority 3 - High-performance	
OBJECTIVES:	
Performance Objectives:	<ul style="list-style-type: none"> • To win medals at the World Wushu Championships. • To win medals at the World Junior Wushu Championships. • To win medals at the Australian Kung Fu Wushu Championships
Championships. Program Objectives:	<ul style="list-style-type: none"> • To increase the number of athletes with elite medal winning performance characteristics. • To increase the number of coaches capable of coaching medal performance.
Developmental Objectives:	<ul style="list-style-type: none"> • To develop opportunities for and encourage the inclusion and participation of special needs athletes.

[Return to index](#)

Strategic Initiative 3 – High Performance

Strategic Initiative 3.1 - Leadership

- The Head Coaches of Taolu, Kung Fu, Tai Chi and Sanda will provide effective leadership and direction in state coaching.
- Build and maintain strong, effective working relationships with other 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 KWA Championships.
- Provide adequate funding for athletes and emerging talent to enable them to train to the required standards for the targeted World Championships and KWA Championships performances.
- Provide effective mechanisms to ensure that athletes take appropriate responsibility for their performance.

Strategic Initiative 3.3 - Coaches

- Retain proven World Championships and KWA Championships medal-winning coaches.
- Identify the key coaching characteristics and skills required to coach for World Championships and KWA Championships medal performances.
- Provide coaching development opportunities to targeted coaches who demonstrate the requisite coaching characteristics and skills.
- Ensure alignment between targeted coach characteristics and skills and the KWA National Coaching Accreditation Scheme (NCAS).
- Ensure that coaches undergo regular assessments in line with agreed-upon expectations.

Strategic Initiative 3.4 - Resources

- Provide world-class coaching, best practice support services, and training facilities to achieve the primary goal of selecting its athletes and coaches into the National Teams.

-
- Provide training bases and intensive training opportunities for athletes selected for the National Teams
-

**Strategic Initiative 3.5 -
Sports Science and
Medicine**

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

**Strategic Initiative 3.6 -
International
Competition**

- Maximise performance opportunities at KWA Championships to achieve the targeted World Wushu performances.
 - Work with State Associations to maximise state competition opportunities that complement national and international performances.
 - Engage with the KWA in KWA Championships planning early to ensure the best possible joint outcomes.
 - Become a Recognised Organisation of the Australian Olympic Committee.
 - Align competitions towards the 2032 Brisbane Olympics.
-

**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 KWA's media profile and communication plan.
-

[Return to index](#)

High Performance Success Indicators

High Performance Plan in place.

Performance outcomes:

- Medals at the World Championships Oceania Championships.
- Become a Recognised Organisation by the Australian Olympic Committee

Strategic Priority 4 - Quality Control

OBJECTIVES:	
Ensure quality control and standards.	<ul style="list-style-type: none">• Maintaining quality in all areas of activity within KWA, including but not limited to:<ul style="list-style-type: none">○ Standards of coaching○ Standards of athlete participation○ Standards of safety in line with industry standards and WHS legislation○ Standards of service

Strategic Initiative 4 – Quality Control

Strategic Initiative 3.1- Quality Control

- Governance and operating systems including:
 - Research and analysis to determine best practice
 - Standard Operating Procedures
 - Communication and liaison with relevant stakeholders and organisations which may include government, domestic and international organisations, relevant business entities
- Continuous improvement strategies including but not limited to:
 - Continuous review and updating of coaching accreditation practices to ensure best practice in line with industry and government standards
 - Ongoing professional development for relevant stakeholders including office bearers, coaches, and officials
 - Access to professional development opportunities including but not limited to:

- seminars and workshops
- Nonaccredited and nationally recognised training opportunities
- Other activities as determined appropriate

Strategic Priority 5 - Legal and Ethical Compliance

OBJECTIVES:

To ensure KWA operates legally and in line with its legal compliance obligations at all relevant levels.

- Maintaining legal and ethical compliance in all areas of activity within KWA, including but not limited to:
 - Association/company obligations with ASIC
 - Taxation obligations with ATO
 - Recognition by Australian Government' including the Australian Sports Commission and Sport Integrity Australia
 - Recognition and affiliation with IWUF
 - Affiliation with OKWF

Strategic Initiative 5 – Legal and Ethical Compliance

Strategic Initiative 5.1- Legal and Ethical Compliance

- Continuously review Governance and operating systems, including:
 - Updating policies and procedures as required
 - Undertaking research and analysis to determine best practice
 - Determining codifying and evaluating Standard Operating Procedures
 - Communication and liaison with relevant stakeholders and organisations which may include government, domestic and international organisations, relevant business entities
 - Operating in line with relevant legislation, including:
 - Work Health & Safety
 - Child Safety
 - Weapons legislation
 - Consumer Protection

-
- Operating in line with relevant bodies, including:
 - ASIC
 - ASC
 - SIA
 - ATO
 - IWUF
-

[Return to index](#)

Strategic Initiative 5.2 –
Government compliance

- Manage governance to ensure requirements of the Australian Government, and particularly the ASC and SIA or equivalent are met or exceeded.
-

Strategic Initiative 5.3 –
liaison as NSO

- Close liaison with Member Associations, and with national Associate Member bodies through Executive Committee and AGM to ensure national policies and practices are adopted and implemented throughout the organisation.
-

Strategic Priority 6 – Contingency Management	
OBJECTIVES:	
To ensure KWA continues to operate in contingency situations	<ul style="list-style-type: none"> • Develop a robust contingency management plan to ensure all areas of operation can continue in the event of defined contingencies;
Strategic Initiative 6.1- Contingency Management	<ul style="list-style-type: none"> • Develop a contingency management plan deals with potential contingencies including: <ul style="list-style-type: none"> ○ Natural contingencies (fire, flood, contagions, infestations) ○ Human contingency (user/operator error, intentional damage of sabotage, illness, accident, personal loss/grief issues, resignation/dismissal, theft/robbery/sabotage) ○ Develop and implement formal Succession Plan ○ Environmental contingencies (loss or cancellation of venue, equipment failure, software error, telecommunications failure, power failure, issues relating to licensing and permits)

[Return to index](#)

SUPPORT STRATEGIES

KWA 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 by governance principles, policies, and procedures.

2. Finance and Business Management

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

3. Community Engagement

- Assist our Associations member clubs in engaging their communities to support our sport successfully.

4. Marketing and Communications

- Provide regular and effective communication and marketing information to promote the sport and keep our members informed.
- Ensure effective two-way communication between KWA and its members Associations.

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 Executive 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.