



Australian Kendo Renmei Inc.

Adopted by AKR National Council 3 March 2015

Strategic Plan FY2015-2019

Purpose

- The AKR is the peak body in Australia representing the arts of Kendo, Iaido and Jodo. It exists to provide governance, education and promotion of the arts as well as supporting its affiliates and being the interface between the arts, the International Kendo Federation and the public.
- Our goal is to conduct ourselves professionally and with dignity. We value respect and humility and seek to promote continuous character development and ethical behaviour among our members.
- We aim to provide opportunities for members to excel in the arts through the provision of quality instruction, safe training environments and transparent processes.

The objects of the Renmei are to:

- promote interest in kendo, Iaido and Jodo within Australia; and
- educate, train and coach Affiliate Members in kendo, Iaido and Jodo and promote good fellowship among them; and
- arrange Australia-wide kendo, Iaido and Jodo championships and interstate competitions and seminars; and
- support the aims, objects and interests and co-ordinate and support the activities of the Affiliated State Associations, clubs and dojo
- represent Australian kendo, Iaido and Jodo exponents in their dealings with the Australian Government and overseas and international kendo, Iaido and Jodo bodies, including the International Kendo Federation; and
- do everything which may advance the objects of the Renmei or the interests of the Renmei, the Affiliated Bodies, Affiliate Members and Australian kendo, Iaido and Jodo practitioners.

Vision

We will be one of the world's leading kendo, Iaido and Jodo nations, providing exciting competitive and recreational opportunities to an expanding and diverse membership across Australia

Values

The AKR is –

- collaborative & cooperative
- supportive & responsive
- inclusive & equitable
- open & transparent
- innovative & creative
- flexible & dynamic
- proactive & enthusiastic
- professional & respectful
- accountable & ethical
- competitive & tenacious

Strategic Themes

AKR will achieve its purpose and vision by focusing on the following strategic themes that will underpin all our objectives and initiatives.

The AKR will:

- continue to develop a vibrant, diverse, satisfied and growing membership within the kendo, laido and jodo community and other interested people
- adopt an innovative and integrated “whole of sport” approach to kendo, laido and jodo
- demonstrate governance and management leadership, excellence, accountability and good stewardship
- deliver excellence in promotion, communication, information and commercial acumen
- provide quality people (staff, volunteers, players, coaches, officials), facilities, equipment, technology and other non-financial resources
- maintain a robust and sustainable financial base that enables us to invest in the future of kendo, laido and jodo

Strategic Objectives

By June 30th 2019, we will achieve the following strategic objectives and initiatives

Membership Objectives

Membership Growth: membership of more than 1,500, with an annual growth rate of 8%

Member Awareness and Satisfaction: a high level of member awareness, engagement and satisfaction with the performance of AKR and their kendo, laido and jodo experience

Member Participation:

Growth in member participation and take-up:

- in activities delivered by AKR and its Member States and Affiliates, including
- competition, social/recreational events, coaching and official training and accreditation
- programs and schools programs
- as volunteers in various capacities, including as coaches, players, officials, administrators and Board members
- in all aspects and forms of kendo, laido and jodo across Australia

Non-Kendo, laido and jodo Community Engagement: a increased level of positive awareness, recognition, understanding, support and engagement from the non-kendo, laido and jodo community, including funding-bodies, government at all levels, the media, general public, sponsors and other sporting bodies

Organisational Capacity Objectives

Our People: our committees, boards and volunteers will be highly engaged, motivated, skilled, respected and focused on the needs of members

Kendo, laido and jodo Facilities: we will have use of an Australia-wide network of facilities in place to enable us to deliver a complete competition and participation experience at all levels in all States and Territories

Programs: we will have a portfolio of successful and viable programs to benefit the skill development of our members

Technology: we will have the technology in place to assist with:

- efficient development and delivery of our programs
- effective communication and the sharing of information with our members and community
- efficient management of the business of kendo, laido and jodo

Internal Business Process Objectives

Governance and Management Best Practice: we will have implemented *best practice* governance and management practices across AKR, the State Associations, affiliates/districts and clubs

Plans, Policies and Processes: we will have implemented plans, policies and processes that:

- support best practice governance and management
- facilitate collaboration and cooperation across the kendo, laido and jodo community
- provide a great experience and environment for all the kendo, laido and jodo community

Finance Objectives

Financial Management: AKR will be on a stable, viable and sustainable financial footing to support the continued growth and development of kendo, laido and jodo at all levels across Australia

Strategic and Operational Budgets: We will maintain our three year, forward looking financial budgetary plans, with reviews at least annually and ensure that we continue to fund the delivery of the initiatives identified in this plan

Key Initiatives

Following are the key strategic initiatives that will be developed and delivered by AKR over the next 5 years in order to achieve our purpose, vision, strategic themes and objectives.

Membership Initiatives

Membership management program, including:

- Improve our National membership database
- Member acquisition and retention activities, including the National Junior Recruitment and Schools Programs
- Member communication program
- Member benefits packages
- Review of membership fees and categories
- Programs to increase member participation in all aspects and levels of the sport
- Lobbying and media strategy

Organizational Capacity Initiatives

Staff and volunteer management programs, including:

- Recruitment and retention
- Rewards and recognition
- Training & development
- Performance management

Facilities management program that includes:

- Identifying facilities for training and competition use
- Joint use of facilities and off-peak use of facilities

Integrated high performance program (HPP) for elite and sub-elite female and male athletes, officials and coaches

Participation program that includes:

- club and state association development
- social inclusion programs
- programs for school-aged children
- competitive, recreational and social kendo, laido and jodo

Competition pathway to support the HPP and participation programs

Technical program (refereeing, scoring, coaching) to support the delivery of the HPP and participation programs.

Information and communication technology use and development to support program delivery, business management, relationship building and marketing communications. Including:

- National membership (CRM) database

- Communication, using website, social media and email
- Office Management technology
- Technology to support the development of players and officials
- Technology to support the delivery of the game and competitions

Internal Business Process Initiatives

Maintain excellence in Governance and management, with annual review for reform at all levels

- At least annual policy and processes review and reform
- Strategic and operational planning framework
- Marketing and business development program, including:
- Website maintenance and content provision
- eMarketing using website, social media and email
- Promotion of kendo, laido and jodo and major events
- Communication with members
- Building awareness in the community of the AKR
- Lobbying and media strategy
- Developing existing and new revenue streams (sponsorship, affinity programs, commercial activities)

Finance Initiatives

3 year financial plan and strategic budgets