



STRATEGIC PLAN

2026-2030



TABLE OF CONTENT

3

Foreword from
Master Wheatley

5

Our Values

7

Where do we want
to be in 2030?

9

Strategic Focus 2:
Governance,
Leadership and
Professionalisation

12

Strategic Focus 4:
Performance,
Competition and
Pathways

15

Delivering the
Strategy

4

About the ITA

6

Where are we now?

8

Strategic Focus 1:
Clubs, Membership
and Participation

10

Strategic Focus 3:
Coach Education,
Learning and Club
Support

14

Strategic Focus 5:
Inclusion, Integrity
and Safeguarding

President

Kenneth Wheatley VIII

Vice President

Mark Buckley VIII

Secretary General

Stephen Ryan VII

Treasurer

Adrian Byrne VII

Directors

Adrian O'Mahoney VIII

Tim Forde VIII

Anne Marie Kinsella VII

Carl Smullen VI

Aoife O'Mahony IV

Administrator

Breandán Dennehy II



FOREWORD



The period from 2026 to 2030 represents a defining phase in the development of the Irish Taekwon-Do Association (ITA). Building on decades of volunteer leadership, international sporting success, and sustained membership growth, the Association now enters a transition point: one in which scale, responsibility, and ambition must be matched by professional systems, modern governance, and sustainable supports for clubs and instructors.

The ITA has earned a strong international reputation through competitive excellence and organisational credibility. However, our identity is not defined by performance alone. Our strength lies in our clubs and instructors, the shopfront of Taekwon-Do in communities across Ireland. This Strategic Plan sets out how the Association will support those clubs and instructors to deliver high-quality Taekwon-Do experiences across the full participation–performance pathway, while ensuring the ITA itself evolves into a more resilient, professionally supported national governing body.

Master Kenneth Wheatley VIII
Irish Taekwon-Do Association President

ABOUT THE IRISH TAEKWON-DO ASSOCIATION

The Irish Taekwon-Do Association is the recognised National Governing Body for ITF Taekwon-Do in Ireland. It supports a nationwide network of clubs and instructors delivering Taekwon-Do to thousands of members each year. ITA is an Irish Martial Arts Commission Member Organisation, ensuring access to Sport Ireland support, guidance and good governance.

At the outset of this Strategic Plan, the Association comprises:

114 affiliated clubs

65 lead instructors

9,350 registered members

Our membership is youth-dominated, reflecting Taekwon-Do's strong appeal to children and young people, while also highlighting the importance of developing sustainable adult participation pathways. Geographically, the Association has a strong presence in Leinster and Munster, with Connacht and Ulster identified as priority areas for future growth.





OUR VALUES

The ITA's work is guided by a clear set of values that inform how we govern, lead, and support Taekwon-Do in Ireland:

INTEGRITY	Acting ethically, transparently, and responsibly in all aspects of governance and practice.
PERSISTENCE	Committing to long-term development and continuous improvement.
PERSONAL DEVELOPMENT	Recognising Taekwon-Do as a vehicle for lifelong growth.
DEDICATION	Valuing the commitment of volunteers, instructors, and athletes.
INSPIRATION	Striving to inspire individuals and communities through Taekwon-Do.

These values underpin every element of this Strategic Plan.

WHERE ARE WE NOW?

The ITA enters the 2026–2030 period as a large, established, and credible sporting organisation. Key characteristics of the current landscape include:



A substantial and growing membership base, predominantly junior-focused



Substantial compliance with the Sport Ireland Governance Code (Type B organisation)



Strong international competitive standing, particularly in the sparring discipline



Uneven geographic distribution of clubs, with underrepresentation in Connacht and Ulster



A volunteer-led governance and delivery model that has reached the limits of sustainability



Clubs of varying scale and maturity, with many focused exclusively on children's programmes

These realities present both opportunities and challenges. Growth has created momentum, but also increased expectations around governance, safeguarding, communication, and support. This Strategic Plan responds directly to that context.



WHERE DO WE WANT TO BE BY 2030?



1. CLUBS, MEMBERSHIP & PARTICIPATION GROWTH

STRATEGIC INTENT

To grow the Association's membership and club base sustainably, while supporting clubs to deliver Taekwon-Do across the full participation spectrum.

Key Areas of Focus

- Targeted club development and expansion in Connacht and Ulster
- Growth of adult participation as a core component of club sustainability
- Support for clubs to diversify programmes beyond child-only models
- Positioning clubs as positive community assets

Headline KPIs (2026–2030)

1. Overall membership growth sustained year-on-year (directional growth target)
2. Net increase in affiliated clubs, with proportionally higher growth in Connacht and Ulster
3. Increase in adult membership as a proportion of total membership
4. Increase in the percentage of clubs offering structured adult programmes



2. GOVERNANCE, LEADERSHIP & PROFESSIONALISATION

STRATEGIC INTENT

To strengthen governance structures and professional capacity, ensuring the Association is fit for its current scale and future ambition.

Key Areas of Focus

- Achieving full compliance with the Sport Ireland Governance Code
- Employing the Association's first paid administrator
- Clarifying the distinction between governance, operations, and delivery
- Developing succession pathways for board, committee, and leadership roles

Headline KPIs (2026–2030)

1. Full Governance Code compliance achieved and maintained
2. Part-time administrator appointed and operational
3. Documented succession plans in place for Board and key committees
4. Reduction in reliance on single-role or single-person operational dependencies



3. COACH EDUCATION, LEARNING & CLUB SUPPORT

STRATEGIC INTENT

To build capacity, consistency, and quality across the entire coaching and leadership system, supporting instructors and emerging leaders through aligned education, mentoring, and lifelong learning opportunities.

Key Areas of Focus

- Alignment of all coach education with Sport Ireland frameworks
- Increased utilisation and delivery capacity across all coaching awards
- Development of leadership capability alongside technical coaching competence
- Support for coaches through a structured lifelong learning pathway

Headline KPIs (2026–2030)

1. Increased annual participation across all coach education programmes
2. Delivery targets met for Introduction, Level 1, and Level 2 coaching awards
3. Establishment and rollout of the ITA Vanguard Leadership Programme across all regions - Growth in active mentor-mentee relationships and coach developer capacity
4. Improved coach retention and progression indicators



A central priority of this Strategic Plan is to strengthen the full coach development system, rather than focusing on any single qualification in isolation. The ITA will invest in increased delivery, participation, and progression across all levels of coach education, ensuring clear entry points, supported development, and meaningful progression opportunities.

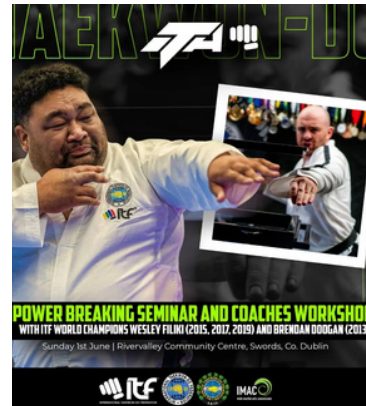


The Association will introduce the ITA Vanguard Leadership Programme, aligned with the Gaisce Award, to support the development of young leaders within Taekwon-Do. Delivered across all regions, this programme will provide structured leadership experiences, mentoring, and community engagement opportunities, contributing both to individual development and the future leadership capacity of the Association.



ITAVANGUARD

Beyond formal qualifications, coaches will be supported in their lifelong learning through a range of developmental opportunities including continuing professional development (CPD), mentoring relationships, structured shadowing, observational learning, and placement opportunities. This approach recognises coaching as a long-term, context-dependent professional practice rather than a one-off certification process.



4. PERFORMANCE, COMPETITION & PATHWAYS

STRATEGIC INTENT

To maintain international performance standards while evolving competition structures to ensure sustainability, quality, and positive participant experiences across all stages of development.

Key Areas of Focus

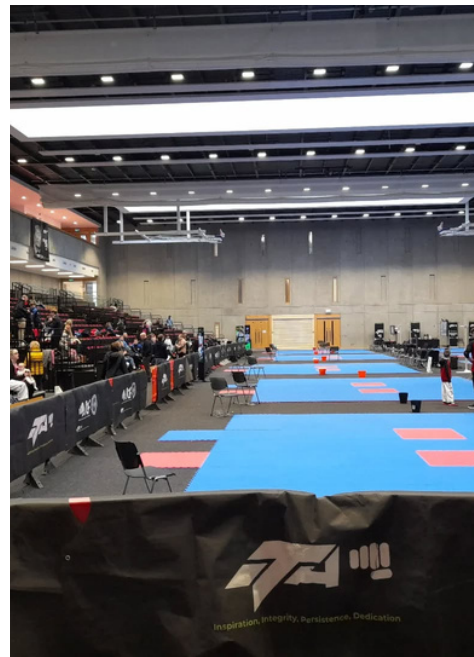
- Sustaining international competitiveness across all disciplines
- Building on proven success in power test and sparring
- Developing greater depth and consistency in pattern competition
- Introducing regional development initiatives for competitive athletes
- Reforming the national competition structure to reflect scale and demand

Headline KPIs (2026–2030)

1. Sustainable participant numbers across national and regional events
2. Clear progression routes documented from regional to national competition
3. Competitive participation across sparring, patterns, power test and special technique disciplines
4. Consistent international performance outcomes aligned with current standing



A key challenge facing the Association is the success of its national tournament programme. Participation levels have reached the limits of what can be sustainably delivered within a single national event format. By 2030, the ITA will transition toward a more distributed competition model, introducing a series of regional events for younger athletes. This will reduce congestion, improve athlete experience, and support development at local and regional levels.



At the same time, the Association will retain the existing national-level championships for older and more experienced athletes. These events will represent the highest organisational, technical, and competitive standards of ITA competition, providing clear performance benchmarks and aspirational targets within the pathway. This rebalancing of the competition structure will also support volunteer sustainability by reducing operational pressure on a small cohort of officials and organisers.

5. INCLUSION, INTEGRITY & SAFEGUARDING

STRATEGIC INTENT

To embed inclusion, safeguarding, and ethical practice as measurable and accountable elements of Association life.

Key Areas of Focus

- Gender balance across participation, contribution and leadership pathways
- Inclusion of athletes with additional needs or disabilities
- Safeguarding, anti-doping, and ethical compliance

Headline KPIs (2026–2030)

1. Improved gender balance in participation, contribution, volunteering and leadership
2. Increased number of and participation in inclusive programmes
3. High compliance rates for safeguarding, anti-doping, and ethics training



DELIVERING THE STRATEGY



“The ITA’s future success depends on its ability to support clubs and instructors effectively, govern responsibly, and adapt to the changing landscape of sport.

This Strategic Plan provides the framework for that journey between 2026 and 2030.

”

This Strategic Plan sets out direction, priorities, and intended outcomes for the period 2026–2030. It is deliberately focused on what the Association aims to achieve rather than prescribing how each objective will be operationalised.

Delivery will be supported through:

- Annual operational plans approved by the Board
- Committee work programmes aligned with strategic priorities
- Ongoing engagement with clubs, instructors, and volunteers

The Board of Directors will retain oversight responsibility, ensuring that implementation remains proportionate to capacity, responsive to changing circumstances, and consistent with the Association’s values.

Recognising the volunteer-led nature of the Association, the pace and sequencing of delivery will be carefully managed to protect organisational sustainability while progressing toward greater professionalisation.

Progress against the Strategic Plan will be reviewed regularly, with transparent reporting to members and key stakeholders.





STRATEGIC PLAN

2026-2030

