



International[®]
Taekwon-Do



**INTERNATIONAL TAEKWON-DO
RICCARTON INC**

**STRATEGIC PLAN
PERFORMANCE REPORT 2012**



The Martial Art for Life



Foreword

The objectives of International Taekwon-Do Riccarton are to promote and teach International Taekwon-Do, through introducing as many people to our art as we can.

We feel that by practicing International Taekwon-Do and living according to its fundamental values, we will become good citizens and be able to create a better world. The fundamental values as expressed in the tenets of International Taekwon-Do (courtesy, integrity, perseverance, self-control and indomitable spirit) are universal, and through our training we strive to learn and teach our members how to find a harmonious balance between the physical training (self-defence) and the mental (individual conduct).

The philosophy of International Taekwon-Do can be summed up by the last two phrases in the Student Oath:

I shall be a champion of justice and freedom.

I shall build a better and peaceful world.

International Taekwon-Do Riccarton made significant progress during 2012, with the development and implementation of our first comprehensive strategic plan. We have worked on developing four key areas: Strong Organisation, Quality Experience, Maximise Participation and Maximise Potential.

We have worked on making ourselves into a strong organisation through improved governance and administrative processes, growing strong and stable revenue to ensure our business as usual activities are sustainable, and increasing our presence with the general public through branding and marketing to communicate our value. We have improved the quality experience for existing and new members through an instructor development programme and improved equipment available for use by our members.

We see these changes made to our organisation and instructors resulting in increased and more motivated membership, who are striving to improve themselves. This can be measured through the increase in membership as well as the increase in participation at events and the results from gradings and tournaments. As these areas improve we are moving towards having a stable base for year on year growth and the achievement of continued success. Looking longer term we see this will produce and retain new black belt members and future instructors, and help develop us and International Taekwon-Do as the *Martial Art for Life* and the pre-eminent martial art in New Zealand.

Kris Herbison, IV dan



President
International Taekwon-Do Riccarton Inc

Role of the Committee

The Committee is made up of 4 members, 2 of which are elected each year. The Committee is charged with setting our strategic direction and overseeing performance against the plan and any other areas as needed. It also makes sure we have cohesive policies, guidelines and processes that ensure the right decisions are being made for all members.

Vision, Mission and Values

Our Vision

The Martial Art for Life

Our Mission

**To promote and teach International Taekwon-Do
to the highest standards**

Our Values

Love for the Art

Excellence

Inspiration

Collaboration

Accountable

- We spread the philosophy and the tenets of Taekwon-Do throughout our communities, by inviting and encouraging participation and valuing and supporting contribution
- We strive for the highest quality and excellence in everything we do
- We instil pride and passion, and a sense of achievement by encouraging people to realise their true potential
- We embrace and share our ideas and expertise in an inclusive, collaborative and respectful manner.
- We are responsible for our own actions and encourage integrity and transparency at all levels

Strong Organisation

Strengthening our organisational structure is an important beginning to our strategic plan. This structure will be the platform we use to launch our strategic initiatives that will result in achieving our objectives, in a sustainable and effective manner.

The school refocused its attention on operating in a professional manner during 2011 and 2012, starting with the development of a strategic plan and to achieve the objects of the strategic plan. We began to make changes to build our reputation, both internally and externally, as a high quality and professionally run school teaching International Taekwon-Do.

We are working on gaining recognition under the club mark programme offered by Sport Canterbury. We made some good progress putting new processes in place, which started with the formation of our strategic plan, and continues with the development of other processes such as a communication and marketing plan, development of instructors and other of our personnel.

Overall we feel we performed well against our strategic targets for 2012 in this area and we gave an overall score of an A.

Strong Organisation

A robust structure, and effective systems and processes to ensure sustainability of the school and to support the delivery of Taekwon-Do to members

Score Card: Strong Organisation

Overall Score: A	2012 Actual	2012 Target	Achieved	2013 Target
Strategic plan completed	100%	100%	✓	
Club Mark (bronze)	50%	20%	✓	60%
Fee review	100%	100%	✓	
Revenue	\$24K	\$20K	✓	\$25K
Membership agreements	96%	100%	✗	100%
Committee members	3	4	✗	4
Qualified instructors	2	3	✗	4

Our key initiatives to develop a strong organisation are:

- Communicating the value of our services, and building on our points of difference and our strengths
- Develop a strong membership revenue base, ensuring business as usual activities are sustainable
- Development of individuals for key roles

Communicating our value

Communicating the value of our services, and building on our points of difference and our strengths to ensure the satisfaction of our members and stakeholders and gain new members. We feel that we offer a quality experience and teach many important things to our members, including: self-defence; physical fitness and wellbeing; self-confidence; team work; goal setting; and improved behaviour patterns, especially for children. We feel that improved communication in these areas has helped with increasing both membership numbers and revenue, and we intend to further our efforts in this area going forward.

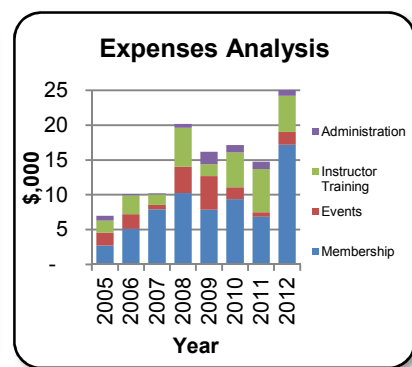
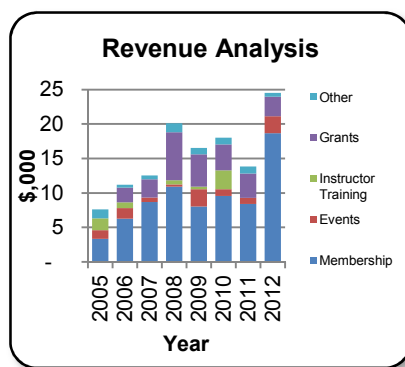
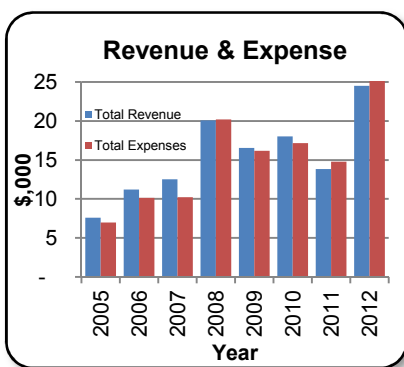
We adopted the new branding in line with our national body's brand and guidelines to demonstrate our connection to our national organisation that enables our training to be recognised around New Zealand and the world, and have implemented this consistently to assist getting our brand into the public.

We recognised that our largest source of new members is through word of mouth from existing members. To more effectively promote the school and reach the friends of our members we launched a new website (www.riccarton.itkd.co.nz) and worked on increasing our presence in the social media, primarily Facebook.

Strong revenue base

Developing a strong membership revenue base is a key priority: to ensure our business as usual activities are sustainable; and increasing other revenue streams such as funding to use in achieving strategic priorities more quickly. The school undertook a full fee review during 2011 and it was identified that our membership fees were significantly lower than the market rates of other International Taekwon-Do and martial art schools, as well as other similar individual activities such as gymnastics, when we have qualified and experienced instructors and a reasonable amount of base equipment.

New fees were introduced in 2011 that catered for the different categories of members, such as youth or, university students, and discounts for low income and families were introduced in a more consistent manner. The new fee structure was reviewed in early 2012 and some additional changes were introduced. The main change was the introduction of incentives for signing up for a 12 month term, and for pre-payment of the full term of membership. Existing members fee levels were unchanged if they chose to sign up for a 12 month term.



As a result of the small fee increase in 2011 and changes to sign up for a year, coupled with a significant increase in membership, membership revenue increased to \$18.7 thousand from \$8.4 thousand in 2011. This additional revenue has allowed us to further our other strategic goals, in particular developing our instructors (see below).

Development of our people for key roles

Development of individuals in key roles within the school will ensure the sustainability of the school over the long term; with the most important key roles being instructors. In the strategic planning process we identified that significant area was the retention of qualified and experienced instructors. Investing in our instructors was therefore a key priority for us as they are the cornerstone for delivering a quality experience to our members. This investment and development will not only increase their own progression in Taekwon-Do, allowing for more opportunity for our members to progress locally, but also increase their engagement.

To ensure our instructors are as skilled and experienced as possible, we developed guidelines for continuing professional development for our instructors. During the year we had our instructors attend development seminars with top instructors from New Zealand. They learned new training methods and in particular they gained skills in general physical preparation (GPP) and gained qualifications as a accredited trainers in Reality Based Self Defence techniques with Protect Self-Defence.

We mainly utilised the increased membership revenue to fund this instructor development and other remuneration changes, and additionally we received some funding from Pub Charities. We hope that this investment will help with the attraction and retention of members at the school moving forward. Moving forward we are intending to invest in development of our committee members to further improve the administrative processes of our School. We also plan on developing members towards becoming assistant instructors to provide succession planning for the future.

Quality Experience

During 2012 we focused in particular on instructor development and increasing our equipment to make sure that new and existing members received a quality experience every time they come to training.

Overall we feel we performed well against our strategic targets for 2012 in this area and we gave an overall score of an A minus as shown in the following table.

Score Card: Quality Experience

Overall Score: A minus	2012 Actual	2012 Target	Achieved	2013 Target
Instructor development				
Development plans	100%	100%	✓	100%
Reality Based Self Defence	2	2	✓	
General Physical Preparation	2	2	✓	
Compete at World Cup	2	2	✓	
Equipment				
GPP Equipment	✓	✓	✓	
Power breaking equipment	✗	✓	✗	✓

Quality Experience

An organisation that delivers a quality experience to all members and ensure that the sport, the art, the philosophy is the first choice for all

Key Initiatives to develop a quality experience are:

- Invest in developing current and new instructors, and in retaining seniors
- Providing sufficient high quality equipment so all members can participate in relevant activities
- Promote ‘family, fun, fitness’

Instructor development

Our strategic objective in this area is to provide our members with instructors who have confidence in themselves and their ability to deliver a quality experience. This will respond to our members needs and build an unwavering confidence in our value with our instructors and members.

To this end we provided funding to our instructors to attend several instructors’ courses including the International Taekwon-Do New Zealand Instructors Conference at the end of 2011, an introduction to General Physical Preparation (GPP) coaching, and development workshops for coaching and competition. We also provided assistance for instructors attending tournaments to compete and umpire, including the Oceania Championships and the World Cup.

We feel that this investment has been very beneficial to the development of our instructors and the new ideas and experiences that they have learned has provided our members with new and improved training which has increased membership enjoyment and retention.

Provide quality equipment

Provide our instructors with the equipment needed for them to ensure members can participate effectively in safe and enjoyable environment to build their quality experience without reliance on use of regional equipment as availability is not certain with other demands on this equipment.

We received \$4,800 of funding from Air Rescue Services Ltd, New Zealand Community Trust, and the Southern Trust to purchase GPP equipment, consisting of foam rollers, medicine balls and kettle bells. This grant income for equipment is recognised as revenue in advance and amortised to grant income as the equipment is depreciated to membership costs. We feel that the introduction of GPP training has had a significantly positive effect on membership retention and the increase in skills in Taekwon-Do.

Maximise Participation

With membership declining over the past few years a direct result has been a reduction in the number of members participating in events. This year was the first year statistics have been kept for event participation, other than gup gradings, and we targeted 40% participation in these other events for 2012.

Participation in events, such as tournaments, seminars and camps is important for the overall development of members, and will also help members skills develop so they are ready for gradings in a timely manner. We also strive to produce high performing students both regionally and nationally, and measure this through success in tournament and grading results.

We feel we performed well against our strategic targets for 2012 in this area and we gave an overall score of an A as shown in the following table.

Score Card: Maximise Participation				
Overall Score: A	2012 Actual	2012 Target	Achieved	2013 Target
Adult/Youth membership	34	35	x	45
Kids Membership	20	20	✓	30
Gup Gradings	81%	80%	✓	100%
Tournaments	20%	40%	x	50%
Seminars/Camps	21%	40%	x	50%
Organise events	✓	✓	✓	
GPP in classes	✓	✓	✓	

Maximise Participation

Be well prepared and flexible enough to respond to membership growth and to encourage greater levels of participation from all members

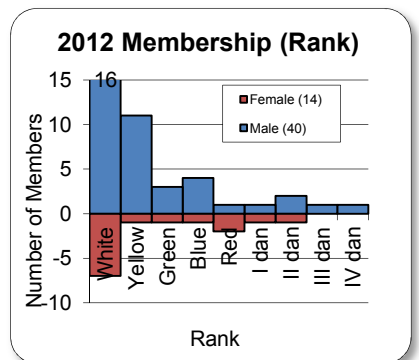
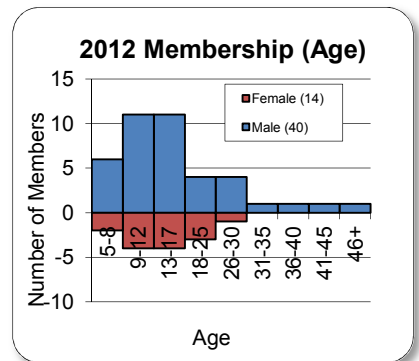
Our key Initiatives to develop maximum participation are:

- Provide appropriate classes to meet demands of members, and create new joining pathways
- Create opportunities for participation in tournaments, seminars and courses
- Improve connectedness by developing appropriate systems for communicating with members to increase participation

Membership

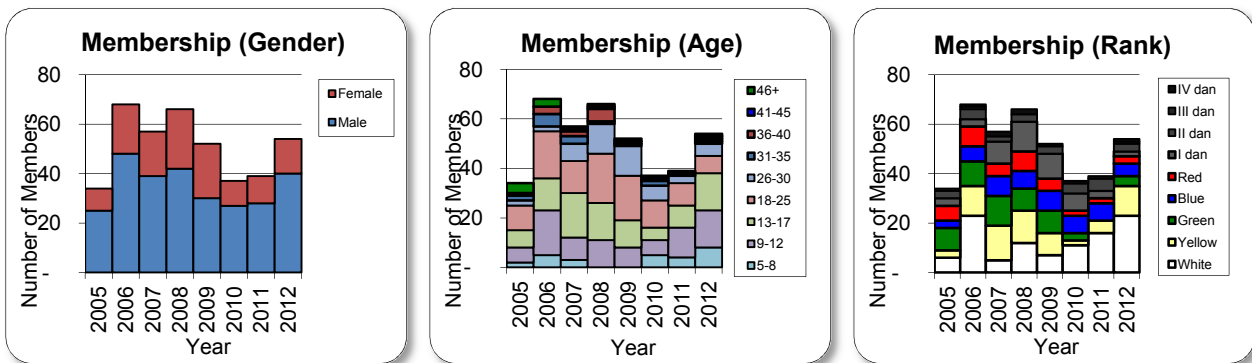
As noted in the strategic plan, the past few years have been challenging for membership retention due to several factors out of the control of the school. These included change of instructors, another International Taekwon-Do school opening and the Canterbury Earthquakes.

During 2012 the school attracted 23 new students (10 to the adult/youth class and 13 for the kids class) as well as we had 2 senior ranked members transfer in from schools in other cities. However there were 8 more members, primarily black belts, who stopped training altogether, so the net change in membership was a 42% increase to 54 members, just short of our target of 55. The overall gender make up of membership has remained similar with 74% male and 26% female, however 20% of the kids class are now girls, up from 9% in 2011.



This increase in white belts is great to see, and with the progression of beginners who joined in 2011 progressing to yellow and green belt, the loss of additional seniors is compounding the challenges of providing enough qualified and experienced instructors as well as role models for the new junior members. However the growth rate was beneficial to new school instructors as they implement new training methods and culture that will develop our current members into good role models and to foster high performance over the long term.

In 2013 we are planning on increasing membership through developing relationships with Canterbury University and local schools. We hope to increase membership to the point the school is in position to offer additional classes at the start of 2014, such as separate age classes for 5-8 and 9-12 year olds to reflect the different learning and development needs of these members.



We had 7 black belt memberships for 2012, though only 3 are regularly training and participating in instructing and events.

Seminars

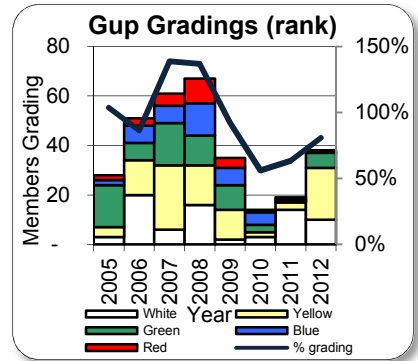
	Adult/Youth					Kids					Total					
	# attended	% of members	2012 Target	Achieved	2013 Target	# attended	% of members	2012 Target	Achieved	2013 Target	# attended	% of members	2012 Target	Achieved	2013 Target	
Seminars (all in CHC)																
Strategic sparring	Mr Carl van Roon	6	30%	40%	x	50%	-	0%	40%	x	50%	6	19%	40%	x	50%
Technical Patterns	Mr Banicevich	9	45%	40%	✓	50%	-	0%	40%	x	50%	9	29%	40%	x	50%
Tournaments: an umpires view	Mr Banicevich	7	28%	40%	x	50%	-	0%	40%	x	50%	7	18%	40%	x	50%
High Performance - Jul	Mr Pellow	2	8%	40%	x	50%	-	0%	40%	x	50%	2	5%	40%	x	50%
Power Breaking	Master Rounthwaite	4	16%	40%	x	50%	-	0%	40%	x	50%	4	19%	40%	x	50%
High Performance - Aug	Mr Patterson	3	12%	40%	x	50%	-	0%	40%	x	50%	3	8%	40%	x	50%
High Performance - Sep	Mr Mantjika	2	8%	40%	x	50%	-	0%	40%	x	50%	2	5%	40%	x	50%

We also increased the number of seminars and tournaments organised by the school, and attempted to target them to the needs of our members to provide appropriate experiences to build their skills and experiences. This increased the turnover for events to \$2.8 thousand up from \$0.9 thousand, and maintaining a margin of about 24% is making these events more sustainable, and helping to contribute to the administration costs; although most of our administration is completed on a voluntary basis. The downside to this is the delay in many tasks being completed, resulting in missed opportunities for growth.

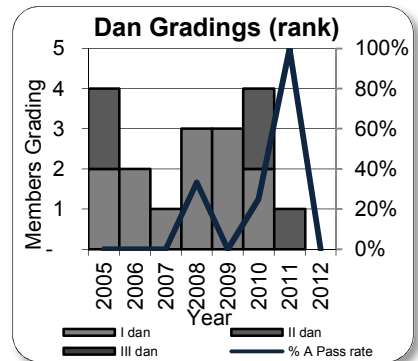
Gup and Dan Grading

Coloured belt (gup) grading is a primary activity for International Taekwon-Do, as these examinations check on the standard of the school's students and result in the being promoted when they have achieved the standard for the next rank. Once a member has graded through the coloured belt ranks, they then progress to the black belt (dan) gradings.

We had 38 promotions in 2012, which was an 81% gup grading rate for coloured belt members achieving our target of 80%. This percentage is annualised and adult/youth members are usually eligible to grade up to 3 times a year. However, Kids class members now have intermediate gradings and may only be eligible to grade once per year and a standard gup grading. If this was adjusted for then the rate would have been As the kids class now makes up 37% of our membership and we are planning on growth in this area further statistics will be needed.



As a flow on effect of the large churn in membership in the past couple of years we did not have anyone test for black belt at any level. With only highest coloured belt rank tested for in 2012 being one blue belt, we are not expecting a significant number of members to be ready for a black belt grading until 2014. Our current instructors may be ready to grade for a higher level of black belt before then.



Once a member gains the first rank of black belt (I dan) they can then begin to participate more fully in events such as tournaments and seminars or develop towards to learn to be an instructor or tournament umpire. While this is constraining the schools abilities in the shorter term we expect the foundation being set now will pay off in the medium term with greater retention and participation of black belt members.

Maintaining a high standard for members is also one of our priorities and this can be shown through maintaining a high A pass rate at gradings. In 2012 we had an A-pass rate of 42% which was ahead of our target for the year of 40%. This is good result even though it is down on last years A-pass rate of 68%, however the higher the belt being graded to the more difficult achieving an A-pass becomes. Last year 74% of those grading were for testing for the lowest rank, while in 2012 this had decreased to 26% as members achieved higher belts.

Tournaments

Competing in tournaments are also an important activity for the development of our members, as they can test their skills against an opponent who is set on winning over them. This helps with the development of member’s mental determination which will help prepare them in the case of a real self-defence situation, as well as encouraging perseverance in all areas of their lives. The membership churn has significantly decreased the tournament experience of our membership as well as reduced the culture of competing.

The Regional Championships were scheduled early in 2012 and many members were not confident to attend this as their first tournament, which had a flow on effect to the National Championships and we did not reach our participation targets for these tournaments. In order to increase tournament experience at the beginner level the school organised 2 round robin tournaments to help ensure there were enough events available at the relevant level for our members. These two events had an average of 43% of our members attend, which achieved our target for the year.

		Adult/Youth Class				Kids Class				Total						
		# attended	% of members*	2012 Target	Achieved	2013 Target	# attended	% of members*	2012 Target	Achieved	2013 Target	# attended	% of members*	2012 Target	Achieved	2013 Target
Tournaments (planned attendance)																
National Championships	Palmerston North	2	12%	40%	x	50%	-	0%	40%	x	50%	2	9%	40%	x	50%
Regional Championships	Mosgiel	5	19%	40%	x	50%	-	0%	40%	x	50%	5	12%	40%	x	50%
Riccarton Round Robin - Jun	Christchurch	17	46%	40%	✓	50%	6	43%	40%	✓	50%	17	45%	40%	✓	50%
Riccarton Round Robin - Dec	Christchurch	16	36%	40%	x	50%	7	50%	40%	✓	50%	16	41%	40%	✓	50%
		10	28%	40%	x	50%	3	23%	40%	x	50%	10	27%	40%	x	50%
Tournaments (other)																
World Cup	New Brighton, UK	2	22%				-	0%				2	22%			
Khandalla Round Robin	Wellington	4	21%				-	0%				4	17%			
Oceania Championships	Hobart, Australia	2	11%				-	0%				2	9%			

* % Percentage of members is the percent of members who could attend the event based on any restrictions for age and rank,

Maximum Potential

We are striving to make successful performance at gradings and competition embedded in our members psyche. Developing this attitude in our members will translate to all areas of their lives. During 2012 we performed very well in the gup-gradings and tournaments we attended.

Through our instructor development programme this has helped our instructors provide an environment where our members, through hard work and focused training, can train at a level that promotes success in gradings and competition at their level.

We feel we performed very well against during 2012 and achieved or exceeded all our targets in maximising potential we gave an overall score of an A plus as shown in the following table.

Maximise Potential

Be well placed to support and nurture success on a local, national and international stage – success begets success

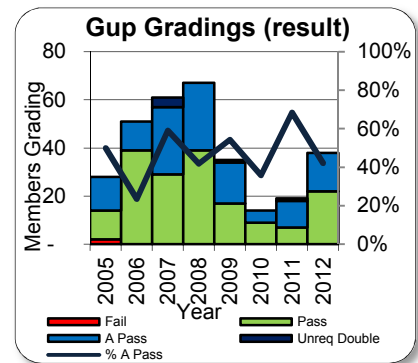
Score Card: Maximise Potential				
Overall Score: A plus	2012 Actual	2012 Target	Achieved	2013 Target
Gup gradings A-Pass rate	42%	40%	✓	50%
Black belt members	7	5	✓	7
Regional Champs - medals	13	10	✓	15
National Champs - medals	3	3	✓	7
Oceania Champs - medals	4			

Out key Initiatives to develop maximum potential are:

- Encourage and appropriately recognise high performance of members in all areas
- Provide appropriate training and support for high performance members
- Set high standards for members in all areas and provide programmes for all members to achieve success

Gup Grading results

Our A pass rate for gup gradings was 42%, which was above our target of 40%, although it dropped from last year. However in 2011 we only had 19 gup promotions with 12 A passes, compared to 38 gup promotions in 2012 with 16 A passes. This significant increase in



Tournament results

While a very small team of 3 competitors attended the Regional Championships they won 13 medals and Thomas Dyson won best overall blue belt and Jamie Townsend won best overall green belt. Our more senior members also attended the World Cup in England, the Oceania Championships in Australia, winning 4 medals and the National Championships winning 3 medals. We think that these tournament results, along with our high A-pass rate in gradings, show that we are achieving our goals of producing high performing members.

Medal Counts	Gold	Silver	Bronze	Total
	Regional Champs	4	5	4
National Champs	1	1	2	3
Oceania Champs	1	1	2	4