



INTERNATIONAL TAEKWON-DO RICCARTON INC



STRATEGIC PLAN 2015 – 2017

Strategic Plan Overview

Continuing on from our first strategic plan for 2012-2014 this is our second strategic plan to develop International Taekwon-Do Riccarton. We achieved significant progress in all areas of the last strategic plan and almost achieved our target of 100 members during 2014, giving us a much stronger organisation to further build and develop ourselves over the period of this plan. Year on year growth in membership will be a platform for us to build even more success.

We are seeing more senior ranked coloured belt members who have developed within our organisation from white belt and we look forward to them achieving the first degree black belts in 2015 and training to be great instructors. We hope that this plan continue to build a platform and momentum for the development of our instructors and members.

We also achieved well with increased participate in gradings, seminars, and tournaments as well as increasing the results achieved by our members including:

- winning the South Island Regional Championships in 2013 and runner up in 2014,
- gaining five unrequested double gradings in the adults gradings, and
- having a 100% A-pass rate at black belt gradings.

We have increased the amount of training opportunities through running more classes more often and organising events suited to the different needs of our membership. We also introduced pathways and programmes including the School Holiday Programme and the Kubz Programme to increase the number of people who we can introduce to International Taekwon-Do and who can participate in a programme that meets their needs.

These include the Vision and the newly developed core values: Love for the Art, Excellence, Inspiration, Collaboration and Accountability. These were developed to guide our behaviour as an organisation, in conjunction with the tenets of Taekwon-Do. With committed and skilled instructors and volunteers we look forward to the opportunities this new Strategic Plan will create, through its targeted actions and clear directions and priorities. Capitalising on these opportunities will 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 Values

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

Love for the Art

Excellence

Inspiration

Collaboration

Accountable

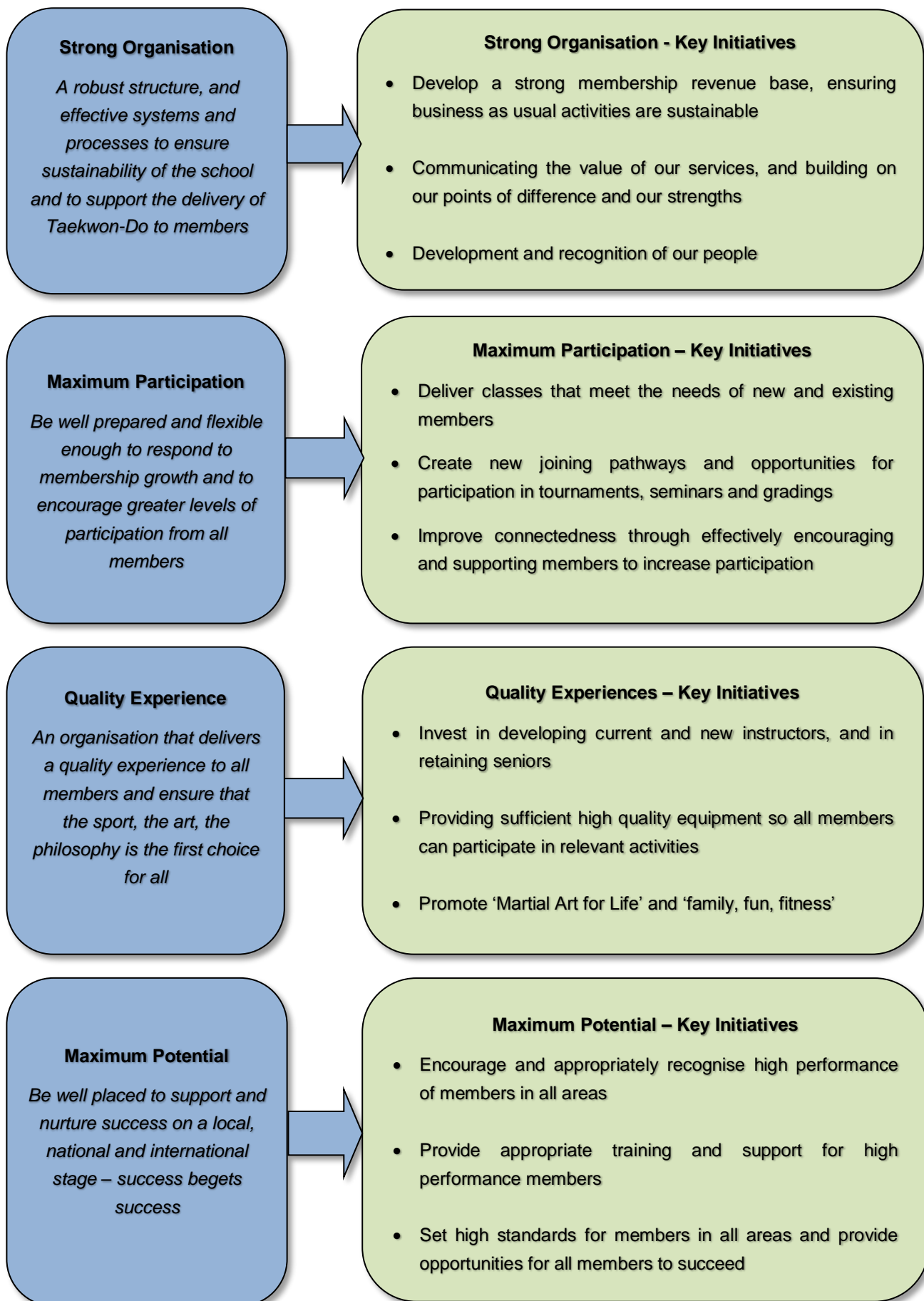
- We spread the philosophy and the tenets of Taekwon-Do throughout our communities, by inviting and encouraging participation and valuing and supporting contribution
- We strive for the highest quality and excellence in everything we do
- We instil pride and passion, and a sense of achievement by encouraging 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

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Strategic Priorities



Strong Organisation

Making ourselves into a stronger and more professional organisation is an important aspect of our strategic plan. Having structured processes and policies forms part of building a strong platform for our members and stakeholders to have confidence that we can deliver the activities and services we have planned to undertake in a fair and professional manner. While we have made some good progress during the period of the last strategic plan there is still a lot of scope for improvement

Planning and Communication

Strategy Plan

Looking at the achievements that International Taekwon-Do Riccarton has made over the last three years against our last strategic plan it is clear that this has been a successful process. Continuing on from our first strategic plan this is our second strategic plan to develop International Taekwon-Do Riccarton. From the experience of executing the last plan we see there remain many areas of improvement along the same strategy as our last plan, so the main four areas of focus: strong organisation, maximise participation, quality experience and maximise potential are working well and are still relevant. This strategic plan will form the primary starting point for building our strong organisation over the next few years.

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



Club Mark Qualification (Sport Canterbury)

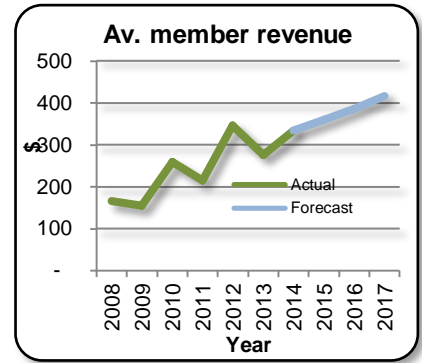
Sport Canterbury have an accreditation tool called Club Mark, an external benchmarking tool for sports organisations. We are working towards gaining the bronze level accreditation from Sport Canterbury by the end of the period in this strategic plan. We feel that this will show that our processes are appropriate for the quality of experience that we are aiming to provide to all our members. This should also assist us by giving confidence to other organisations when we are starting and delivering new programmes such as Kiwi Sport which works with Regional Sports Trusts and schools.

Strong Organisation - Key Initiatives

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

Marketing and Communication Plans

We offer a quality experience and teach many important things to our members, particularly children, including: self-defence; physical fitness and wellbeing; self-confidence; team work; goal setting; and improved behaviour patterns. The recognition of these benefits by parents in particular can be seen through the success of this programme and the increase in annual membership revenue per member. Through appropriate communication of the value that we provide we would like to see members recognise this and pay at least the cost of a cup of coffee per training, which would be around \$400 per year. We provide discounts for University Students, who currently make up a large amount of our membership, and holders of Community Services cards, as well as family discounts which brings the projected average revenue per member to \$417 by 2017. We are committed to promoting family, fun and fitness, and being accessible to all members of the community. Our policy for fees will continue to incorporate concessions for family groups and lower socio-economic members.



Over the period of the last plan we have been maintaining our website, regularly getting new content onto our Facebook Page and running our Free School Holiday Programme to help market ourselves to new members. However we still need to develop and implement a formal marketing plan that will suit our needs to increase our membership who will be the foundation for our core activities returning to being self-sustainable.

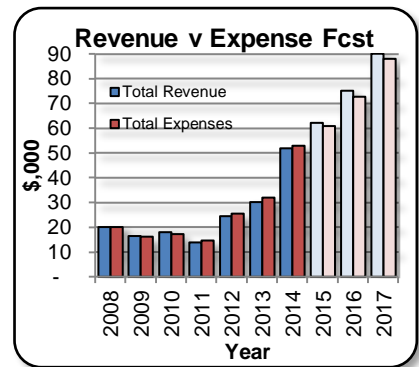
Policy and Plans Implementation and Review

Continuing to develop plans and policies is important to ensure that we have the best chance of achieving our goals. In particular we need to focus on strategic planning as well as the primary planning documents identified in this plan: communications, marketing, funding, and sponsorship as well as developing and implementing new programmes and initiatives for new and existing members.

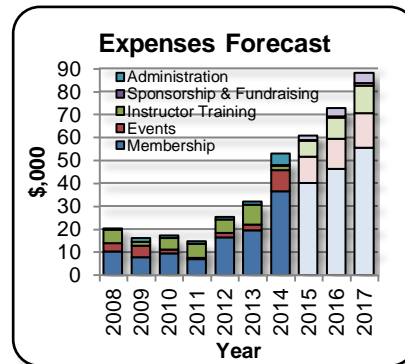
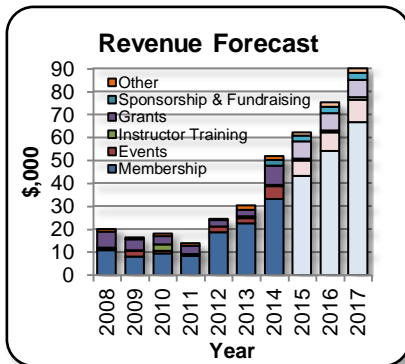


Financial Performance

We relocated our training venue to Cobham Intermediate in April 2014, a delayed result of the Christchurch earthquakes. This has had two major changes to our operations: firstly it gave us the opportunity to increase the number of classes we have available for members, secondly the annual cost of venue hire has increased from around \$4k to over \$20k as prices increased due to many venues becoming unavailable from earthquake damage and demand on the remaining venues significantly increased. Increasing classes was intended to be part of the 2015-2017 strategy plan as we grew membership revenue to support the additional cost of classes.



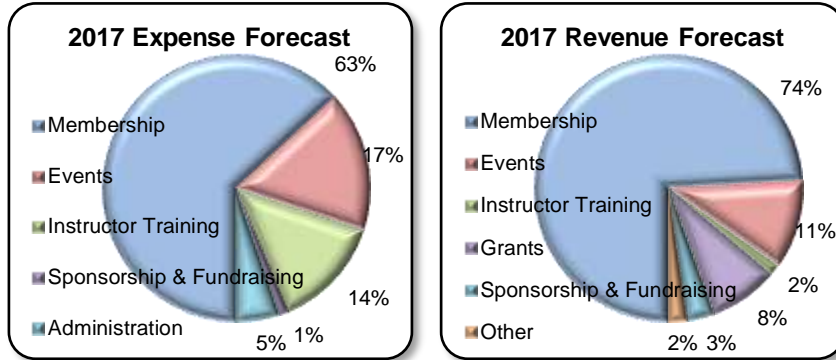
Administration costs have been kept to a minimum, through the use of volunteers' time. However this means that many administrative tasks can take a long time to complete, which may need addressing going forward.



Fee Reviews and increasing membership revenue

Reviewing members training fees on a regular basis against other International Taekwon-Do and martial arts schools along with other comparable activities will help make sure that our fees are in line with the market and maximise our membership revenue through not undervaluing ourselves.

Through fee reviews and increased membership we grew our membership revenue to \$33.1k in 2014 (2013: \$22.6k) which has helped us offset increase costs. We also secured funding towards venue hire, and we reduced expenditure on instructor training and development. For the next few years we will need to continue to look to funding to assist with venue hire and instructor fees until membership revenue grows enough to make this self-sustainable, which we forecast to be in 2017. This reinforces that continual revenue growth is a key priority to ensure we can deliver our core activities, without reliance on external financial support in the medium to long term.



Funding and Sponsorship Plans

In order to give us the best change to be successful with funding and sponsorship proposals we need to develop a targeted plan to improve our financial position and enable us to deliver more outcomes and achieve our goals.



Our people

Continued development of individuals in key roles within the school will ensure the sustainability of the school over the long term. This investment and development will not only increase their own progression in Taekwon-Do, but also increase their engagement.

Developing committee members and administrators

We have identified that we need to invest in development of our committee members and administrators to further improve the administrative processes of our School. However with limited resources available for us to achieve this, we need to work with the not for profit sector to identify appropriate development opportunities that are within our ability to place people from our school on and incorporate into development plans.

Succession planning

Succession planning is an important part for our school to ensure that continued delivery of our services is not on reliant on a small number of key people as this puts our long term sustainability in question. Over the last three years a number of members have begun their journey towards becoming qualified instructors and these members are fundamentally form the basis of a succession plan for our current instructors.

We are looking towards putting a more formal plan in place where to help us ensure that we are developing enough people towards gaining the skills, qualifications and experience to ready to succeed our current instructors if needed in the future. We also need to identify the skills we require for committee members and administrators for the school and also put a plan in place to upskill members in these areas. Until we have enough members with these skills retaining our current committee members, instructors and administrators is a key priority.

Recognition and awards



The appropriate recognition of the achievements made by our members and the dedication and work put into developing our school by our instructors, committee, administrators and volunteers is an important part of our organisation's culture and values. Students who achieve an unrequested double promotion as an adults grading are recognised with the presentation of a Taekwon-Do training manual. In addition to recognising members achievements through gradings and tournaments, the club has a policy that recognises different levels of service and achievement with the main awards being awarded annually, which are: Black Belt Award, Senior (Gup) Award, Junior (Gup) Award and the Hwa-Rang (Youth/Kids) Award. The kids classes have the Chocolate Fish award which is presented at the end of each term to recognise achievement on a more regular basis for the kids class.



With the strong development that Riccarton has made in the last few years we will now be working towards having more nominations for external awards within International Taekwon-Do as part of the National Annual Awards and through finding opportunities to nominate members for awards from other relevant organisations such as Regional Sorts Trusts.

Measuring our Performance against our Priorities

Strong Organisation

Planning and Communication

That Self Review and Planning ensure the school is sustainable and effective. 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.

Key Initiative	2015		2016		2017	
• Strategic plan					2018-20	
• Club Mark qualification Bronze	100%					
• Club Mark qualification Silver			40%		60%	
• Marketing plan	20%	40%	80%	100%		
• Communication plan	20%	40%	80%	100%		
• Attrition study						
• Policy review						

Financial Performance

Develop a strong membership revenue base to ensure business as usual activities are sustainable and we can focus on strategic priorities. Development and growth of sponsorship and funding to allow the achievement of strategic priorities, such as new equipment, instructor development and new programme development.

Key Initiative	2015		2016		2017	
• Fee reviews	✓		✓		✓	
• Revenue growth	\$60k		\$75k		\$90k	
• Funding plan			20%	50%	80%	100%
• Sponsorship plan						

Our People

Development of individuals for key roles within the school and have a succession plan in place to diversify and strengthen the school and appropriate recognition of our people at all levels to ensure the sustainability of the school over the long term.

Key Initiative	2015		2016		2017	
• Committee members	3	4	4	4	4	4
• Instructors development plan		20%	50%	80%	100%	
• Comm/Admin development plan				20%	40%	60%
• Succession plan				20%	40%	60%
• Recognition of people - external		RST	ITKD	RST	ITKD	RST



Maximise Participation

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.

Create opportunities for participation

We performed well against our strategic targets in this area over the course of our last strategic plan through increasing the number of classes we offer, running the Kubz and School Holiday Programmes to provide new opportunities to participate. These opportunities along with developing a high quality and friendly training environment have helped us increase membership and to encouraging participation in events.

Maximise Participation

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

School Holiday Programme

We have now been running a Free School Holiday Programme aimed at pre-school, primary school and intermediate school students, and gives parents a chance for their kids to try out International Taekwon-Do at no cost and learn to: run, jump, play cool games and have tonnes of fun while being introduced to aspects of International Taekwon-Do including self-defence, pad work, flying kicks, fitness, and stretching. Also some of the activities to keep children engaged and methods to engage children with life skills such as healthy eating have also helped us improve our kids' classes and retain our younger members.



An additional benefit of running this programme is it provides opportunities for our youth members, who are at high school and also on holiday, to gain experience helping run the programme and assisting our instructors in classes. This will be beneficial to their development in Taekwon-Do and in other areas of their lives as they learn leadership and teamwork skills.

Maximum Participation – Key Initiatives

- Deliver classes that meet the needs of new and existing members
- Create new joining pathways and opportunities for participation in tournaments, seminars and gradings
- Improve connectedness through effectively encouraging and supporting members to increase participation

We have introduced 266 new kids to International Taekwon-Do through the School Holiday Programme and gained 44 new members, being 16.5% of participants. We are working on increasing the engagement of this programme through advertising through more schools, on social media and with the Kids Fest programme with the Christchurch City Council. We hope to increase both the number of participants in the programme and the number of kids who join as members.



Kubz Programme

We had the opportunity to introduce the new Kubz programme for 4-6 year olds into our school during 2014. This is allowing us to introduce kids to of this age group, who are generally too young for the mini-kids programme, to International Taekwon-Do. We are planning to increasing the number of kids in this programme and to be able to offer additional classes to give more options for children to participate.



Master Mark Hutton from Scotland, developed the programme and focuses on pre-schoolers. It combines safe and exciting Taekwon-Do skills with fun drills and games that inspire great behaviour. It emphasises the benefits of great communication skills, which reduces the child's frustration, and increases the child's confidence and self-esteem. This unique programme was inspired by the Founder of Taekwon-Do, General Choi Hong Hi, and the tenets and oath he developed.

TKD Kubz uses simple drills to teach how we “build a more peaceful world” by using “calm” voices (a dream for all parents and carers), smiling and shaking hands, as well as the essential skills of:

- child protection against adults, known and unknown;
- dealing with aggressive children and bullying, verbal and non-verbal;
- health and fitness, the benefits of a healthy lifestyle; and
- the benefits of working together and the fun of sharing.

Organise events – tournaments

With the number of International Taekwon-Do Schools in the South Island region limited, and often having large distance between them we have identified that we need to organise additional competitions for our members. This will both provide appropriate opportunities for members at all levels to compete in a tournament at their level as well as to develop our members and prepare them for larger tournaments, such as the National Championships and international tournaments.



These local tournaments are particularly beneficial to our kids members, who often don't have the opportunity to participate in as many events, and it gives them an additional avenue for them to set goals outside the grading system. We hope that this will build better engagement with our kids members and lead to better retention. They also provide valuable opportunities for training our members in event organisation and management as well as coaching and umpiring/officiating roles. We have been periodically running a round robin tournament over the last few years and we aim to build this up to having a tournament series of 3 round robin tournaments during the year once resources permit.

Organise events – seminars

Seminars provide members the opportunity to get in depth training to develop their skills in a specific area by an external instructor who is particularly skilled or experienced in that area of Taekwon-Do, such as being a tournament umpire, patterns competition, sparring or instructing / coaching. We will identify development needs where there is an area where members will benefit from a seminar and arrange to host them.



Canterbury University

Over the last few years we have been trying to increasing membership through developing relationships with Canterbury University and local schools to create new opportunities for potential members to be exposed to International Taekwon-Do. Canterbury University Students Association has changed its requirements for groups to participate in events at the University. This along with our venue being further away from the campus has meant that we will need to undertake additional work to move this forward and is now a lower priority that other initiatives we are working on.



Targeted Classes & Programmes

Exposing potential members to International Taekwon-Do through direct marketing initiatives such as our School Holiday Programme as well as providing classes that meet the needs of potential new members as well as existing members will be an effective method for increasing participation and providing new pathways for joining, similar to the introduction of the Kubz programme.

Continuing on from the introduction of these activities, we have identified the following areas where we would like to create new targeted classes and programmes to expose more people to International Taekwon-Do and help us promote and deliver Fun, Family and Fitness:

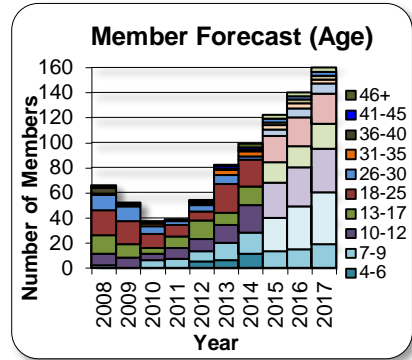
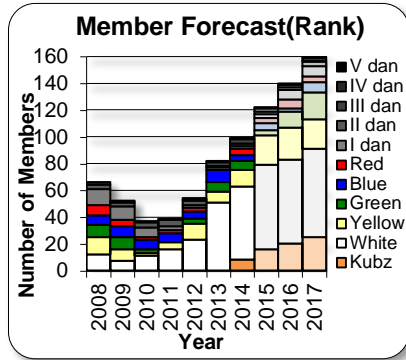
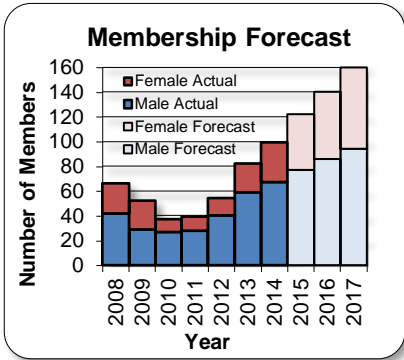
- Introducing Family Classes where parents can participate in the same activity as their child
- KiwiSport programmes at Primary Schools, Intermediates and possible High Schools
- Working with High School to introduce Self-Defence classes for societies youth
- Work with Canterbury University to engage with students and enrich their university experience

Increase Membership

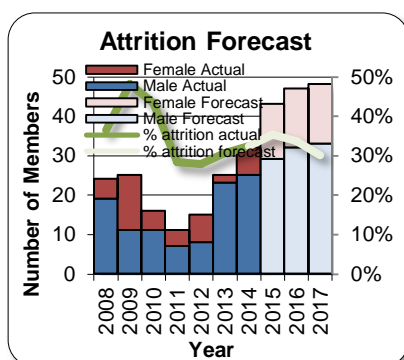
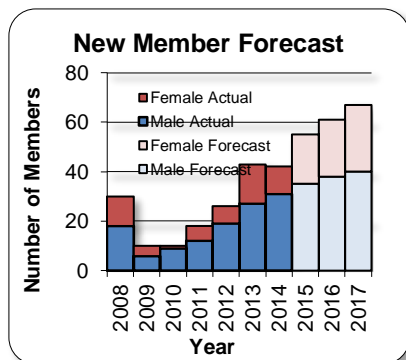
After the significant membership reduction in 2009-2010, primarily resulting from the Canterbury earthquakes, we managed to stabilise membership in 2011 and then steadily increased our membership over the last 3 years from 99 members, an average increase of 36% per year. We have also increased participation by women from 11 to 32, an average annual growth of 43%, and females now account for 32% of our membership. This increase in female membership has been great, and many of these members have been achieving highly in gradings and tournaments and becoming great role models, and we are now forecasting to increase this to 40% by 2017.

Keeping younger members training has traditionally been challenging, as can be seen prior to 2009. However over the last few years we have introduced targeted kids classes for 10-12 year olds and mini-kids classes for 7-9 year olds using the syllabus introduced by our national organisation in 2010 that has intermediate grades to keep kids more motivated through giving more regular recognition of their progress. Additionally we introduced the new Kubz programme in 2014 aimed at 4-6 year olds and we plan to build membership in this programme.

We have also been increasing the number of new members who are joining our school with over 40 new members joining per year for the last two years. We are targeting to increase this number to over 60 new members in 2017 which will be helped through our School Holiday Programme and new Kubz Programme as well as through starting new our plans to introduce family orientated classes as well as Kiwi Sport programmes in schools, which has been developed by our national organisation, over the duration of this plan.



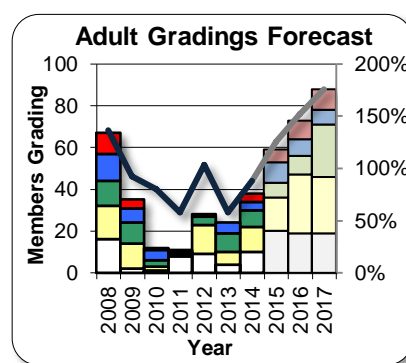
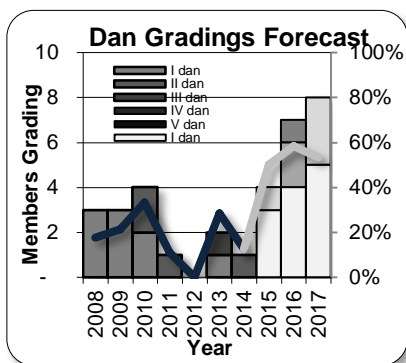
While introducing International Taekwon-Do to more people through programmes like the School Holiday Programme and Kiwi Sport programs, International Taekwon-Do is not for everyone. Through providing a great quality experience for our members we aim to retain as many of our members as possible, and which the attrition rate has increased slightly over the last couple of years we plan to keep our attrition rate below 30%.



Increase Participation

Grading Participation

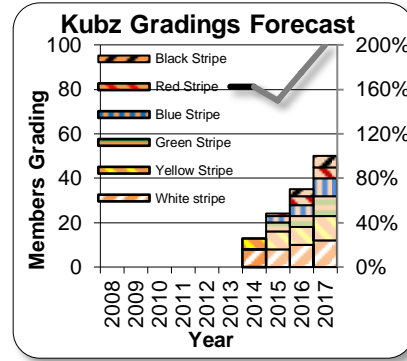
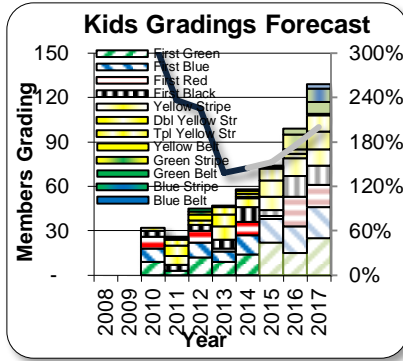
Gradings are a primary activity for International Taekwon-Do, as these examinations check on the standard of the school’s students and result members being promoted when they have achieved the standard for the next rank. Once a member has graded through the coloured belt (gup) ranks, they then progress to the black belt (dan) gradings. 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 and also begin to develop towards to learn to be an instructor or tournament umpire. We are looking forward to seeing some of our newer members who first started training since the earthquakes work towards grading for their first degree black belt towards the end of 2015. As there are waiting periods of years between the levels of black belt our targets are for the number of people to grade.



Adult/Youth members can often grade up to 3 times a year for gup grades. We have been increasing the number of promotions in the last few years and there were 40 promotions in the Adult/Youth class in 2014. This returned us to 2009 levels with participation at about 90%, meaning members graded about once per year on average. This average can be reduced through new members late in the year, or leaving before attending a grading. We plan to increase the grading participation rate to 175% by 2017 meaning that all members graded at least once, or preferably twice, a year. We are also forecasting to have more members grade through to the higher coloured belt levels which will help the club gain maturity at these levels, and provide a good base of members to grow our black belt membership.



In our Kids and Mini-Kids programme kids have intermediate grades between the first 2 adult's grades, and they can grade up to 4 times per year, generally at the end of each school term. Grading participation has been higher when the class was first offered, and looks to have normalised with the introduction of increased membership. We are targeting getting the participation targets up to 200% so that kids are participating in gradings at least twice per year.

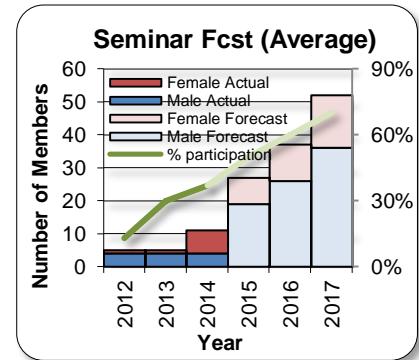


While the Kubz programme was new in 2014 with all members completing one grading we are targeting to get the participation rate up to the Kubz grading at least twice per year.

Seminar Participation

Having a good participation in other events, such as tournaments, seminars and camps will also be important for the overall development of members, and will also help members skills develop so they are ready for gradings in a timely manner.

The South Island including the Christchurch schools are relatively small and isolated from each other, as well as the larger centres of International Taekwon-Do in the North Island. Fewer members attending events means that being able to run some events becomes less viable. As many of the seminars being conducted are of a technical nature and a long duration they are not generally suitable for our kid's members.



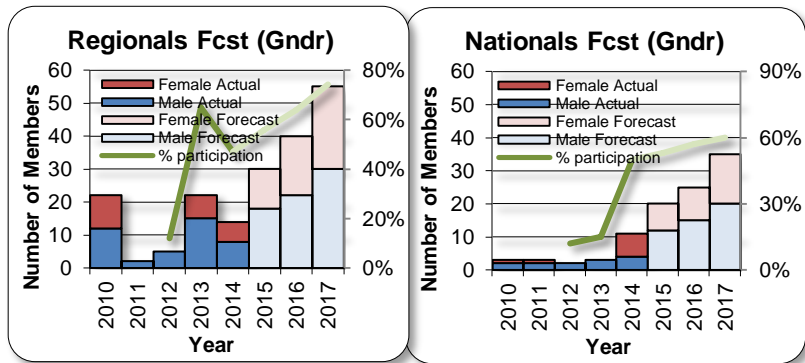
Seminars provide members the opportunity to get in depth training to develop their skills in a specific area by an external instructor who is particularly skilled or experienced in that area of Taekwon-Do, such as being a tournament umpire, patterns competition, sparring or instructing / coaching.

Tournament Participation

Competing in tournaments is also an important activity for the development of our members, as they can test their skills against an opponent. This helps with the development of member’s mental toughness and 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.



Over the past few years we have been increasing our tournament participation back to similar levels from before the earthquakes. We have achieved this through running our own tournaments to provide experience for our members and encouraging participation at the South Island Regional Championships. The dip in 2014 due to the tournament being in Nelson, however the tournament is scheduled in Christchurch for the next 3 years, giving us a great opportunity to rebuild ourselves.



This has reintroduced a competition culture at our school which has improved our standards as can be seen through both our competition and grading results. As a result of this, we took a small team to Nationals in Tauranga last year, which we see as being the start of a sustained level of competition at a National and International level. Increased participation in these tournaments will lead to improved standards and training, and success leading to success



Measuring our Performance against our Priorities

Maximum Participation

Create opportunities for participation

Develop and provide new classes and events to be available for our members to meet the needs of our members. Develop and provide new pathways for potential members to be exposed to and try International Taekwon-Do and have them become members.

Key Initiative	2015		2016		2017	
• School Holiday Programme	200		225		250	
• Organise events – tournaments	1	1	1	2	1	2
• Organise events – seminars	2	1	2	1	2	2
• Family Classes						
• KiwiSport / Primary School						
• High School/Self-Defence						
• Canterbury University						

Increase membership

Building a culture of fun, family and fitness that leads to new and existing members choosing International Taekwon-Do as the Martial Art for Life.

Key Initiative	2015	2016	2017
• Adult/Youth membership – Total	55	60	65
• Kids membership – Total	50	60	70
• Kubz membership – Total	15	20	25
• Female membership	>34%	>37%	>40%
• Adult/Youth – New members	22	23	25
• Kids – New members	25	27	30
• Kubz – New members	8	10	12
• Adult/Youth – % attrition	<35%	<33%	<30%
• Kids – % attrition	<35%	<33%	<30%
• Kubz – % attrition	<40%	<35%	<30%
• SHP Membership conversion	>20%	>25%	>30%

Increase event participation

Instructors who make sure our members know about the opportunities and benefits of participation in events locally, nationally or internationally, and encourage them to participate and support them at those events.

Key Initiative	2015	2016	2017
• Dan Grading	4	6	8
• Gup Grading (Adult)	150%	175%	200%
• Kids Grading	150%	175%	200%
• Kubz Grading	150%	175%	200%
• Tournaments – Adult/Youth	75%	75%	75%
• Tournaments – Kids	30%	40%	50%
• Seminar / Camp – Adult/Youth	50%	60%	70%



Quality Experience

Delivering a quality experience is a key area in delivering fun, family and fitness and retaining members to deliver our vision of the Martial Art for Life. The main basis for a quality experience is having high quality, skilled instructors and enough quality equipment, and also good officials at tournaments.

Develop Instructors

Developing our instructors is particularly important as they are primarily responsible for providing our members with a quality experience. We need to develop our instructors by: by up-skilling our current instructors, so our members receive the best instruction in the latest methods; and by developing future instructors, who take many years to train. This results in our members receiving the best instruction with the latest in technical information and instructional techniques that will prepare them to be successful at gradings, tournaments and to defend themselves in a real world situation. Achieving success in these areas will give members a sense of achievement and pride that will contribute to them having a quality experience. This will in turn increase retention as well as help attract new members.

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



Each member who is in an instructing role completes a Continuing Professional Development (CPD) plan against the requirements in our Instructors Policy. This is our main tool for ensuring that we are continuing to develop and upskill our current instructors. Additional investment in CPD so we can continue to provide high quality training to our members is also a key priority. Having high quality experienced instructors, and assistant instructors, has proven to have a strong positive correlation to membership retention.

Instructor development now needs to rely on external funding over the duration of this plan as we grow membership revenue. Also we are currently compensating our instructors close to minimum wage levels. The qualifications and experience required to become a good instructor means that there is a risk of retention issues if this is not addressed. By 2017 we are forecasting membership expenses and instructor training to make up 75% of our expenses and membership revenue to make up 70%.

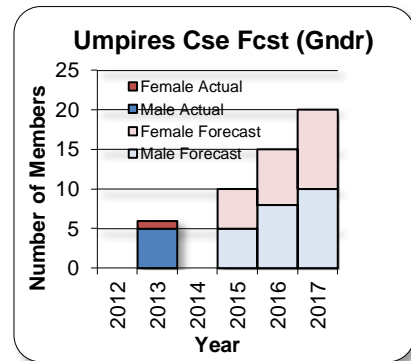
- Quality Experiences – Key Initiatives**
- Invest in developing current and new instructors, and in retaining seniors
 - Providing sufficient high quality equipment so all members can participate in relevant activities
 - Promote 'Martial Art for Life' and 'family, fun, fitness'

Develop Officials

In order to run tournaments to a high level, as well as meet the requirements of the Regional and Nationals Championships to supply qualified umpires when sending a competing team, we need to bring in a programme to train and develop officials. Currently we have a few qualified officials, however they are usually taken up with competing and coaching at tournaments and we need to increase our base of officials.



Our main focus will be on hosting C grade umpire courses and running tournaments to provide a platform for training officials, as well as competitors. Once we have enough experience at the C grade level we will then build on this base towards having B grade umpires, who can officiate at a National level. However the B grade qualification is restricted to Black Belt holders with sufficient experience so they take many years to train. Subsequently A grade umpires are required to hold fourth degree (IV dan) which often limits the number of members who can gain this qualification.



Sufficient quality equipment

In order to maximise the benefits from having great instructors we need to provide enough equipment for all member’s needs. Over the last few years we have not had enough resources to acquire new equipment. During this time we were able to use equipment owed by our regional body, in particular safety mats and breaking machines. However relying on this equipment to always be available is not a secure long term strategy, especially as some of this gear is reaching the end of its life.



Over the next few years we would like to purchase our own safety mats and breaking equipment, and start replacing some of our equipment that is wearing out, such as sparring equipment. Also as we continue to grow we will need more of some types or equipment to use at training. Until our membership grows to bring our core activities more self-sustainable we will need to balance these requirements into our funding and sponsorship plans.

Measuring our Performance against our Priorities

Quality Experience

Develop Instructors

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.

Key Initiative	2015		2016		2017	
		2016		2017		2018
• Development plans						
• Qualified Instructors	6	8	9	10	11	12
• Instructor qualifications	Umpire	IIC/IUC	TBC	TBC	TBC	TBC
• Instructor experience	W/Cha	HP	HP	W/Cup	TBC	W/Cha

Develop Officials

Provide alternative pathways for participation in International Taekwon-Do through an official's pathway as well as strengthening the sport aspect of International Taekwon-Do at our school through higher quality competitions and meeting the obligations of the school to supply officials to tournaments.

Key Initiative	2015		2016		2017	
• Intl Umpire (A grade course)						3
• National Umpire (B grade course)				3		3
• Local Umpire (C grade course)		10		15		20
• Qualified A grade umpires		1		1		1
• Qualified B grade umpires		1		2		3
• Qualified C grade umpires		5		10		15
• Umpire experience	Regional	School	Regional	National	Regional	National

Sufficient 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.

Key Initiative	2015		2016		2017	
• Sparring equipment						
• Power breaking equipment						
• Safety mats						
• Sparring equipment						
• Special technique						



Maximise Potential

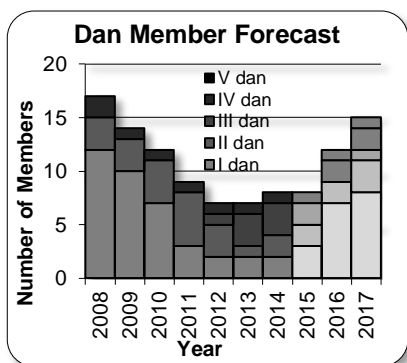
Maintaining a high standard for members is also one of our strategic priorities as success begets success. We are striving to make successful performance at gradings and competition embedded in our members psyche. Developing this attitude in our members will translate to all areas of their lives. Through 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 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.

Maximise Potential

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

To measure if our members are maximising their potential we use grading results and competition results to benchmark our progress in these areas. When looking at grading results we are looking to maintain an above average A pass rate, and in competitions we are looking to increase and maintain medal counts, gaining best overall awards for different levels and maintain a high club ranking at regional and national championships.

Black Belt Membership



Maximum Potential – Key Initiatives

- 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 opportunities for all members to succeed

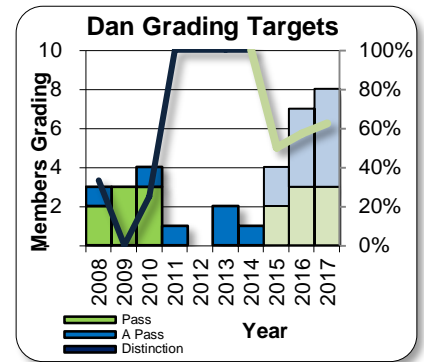


With a significant decrease in our black belt membership from 2008, primarily due to the Canterbury earthquakes, we have mainly gained new black belt members who transfer from other areas in New Zealand. This has managed to maintain our black belt membership as natural attrition occurs though members moving away or stopping training. From 2015 we are forecasting the first of our membership who started their training with us after the earthquakes will be ready to grade, with members regularly grading to this level. This means a steady increase in black belt membership returning us to pre quake levels in 2018. This will allow us to begin to fully realise our potential, and develop an inclusive training culture that will develop our current members into good role models and to foster high performance over the long term.

Grading Performance

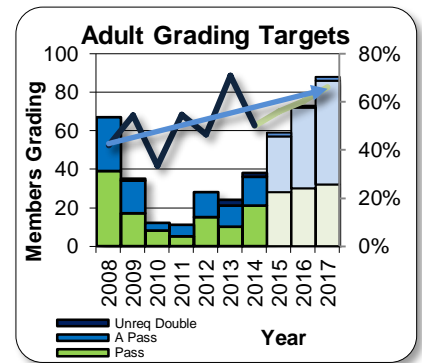
Black belt grading results

Black belt gradings are conducted as a regional events conducted by senior examiners from the New Zealand national organisation. Due to it taking several years for a new member to be ready for a black belt grading, we have only had four members grading in the last four years. Over this time we have achieved a 100% A pass rate. This shows that we are performing well on a national basis, however one we feel is most likely not maintainable. During the next three years we are forecasting an increase in black belt grading participation, and we forecast maintaining an A-pass rate of 50-60%, which we feel is a well above average result on a national basis.



Adult coloured belt (gup) grading results

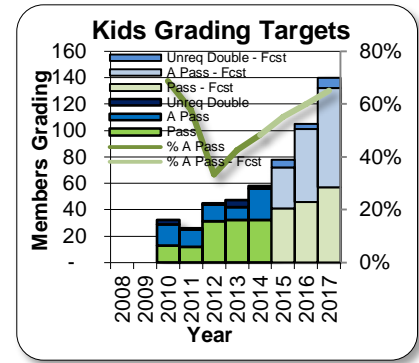
Over the past few years we have been able to maintain our adults/youth coloured belt (gup) grading results had an A-pass rate over 50%, peaking in an exceptional year at 71% (2013). This is a great result and we feel that this demonstrates our strategy plan is working. Though as membership grew, and members testing for higher grades, the rate dipped in 2014, but we still maintained a high A-pass rate at 50% well above the national average. We have also received 5 unrequested double promotions in the last two years, which are very rare, for excellent performance well above the expected standard, from the external examiners. Our target is to keep the A-pass rate above 50% and then increase it to 65%, which is well above the national average.



Kids grading results

With the introduction of the kids classes in 2010 with a smaller membership the kids class started off with a very high A-pass rate, with the normalisation of the class size and demographics this rate dripped then normalised at about 45%. As the kids classes mature, and there are kids at higher grades to act as role models, and our instructors gain more experience, we target to increase the A-pass rate back to 65% by 2017.

The Kubz grading programme does not have different pass marks, where the Kubz are rewarded for participation in classes and activities.

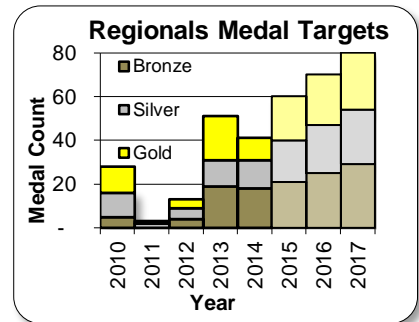


Competition Performance

Over the last two years as we have increased our membership in most divisions for tournaments, along with instructors providing appropriate instruction for our members we have significantly improved our performance at competitions.

Regional Championships Results

Over the last two years we have placed best club at the 2013 regionals in Christchurch and second at the 2014 tournament in Nelson. With the Regionals programmed in Christchurch for the next three years our goals are to encourage high participation at this tournament and retake the top place in 2015 and successfully defend it in 2016 and 2017.

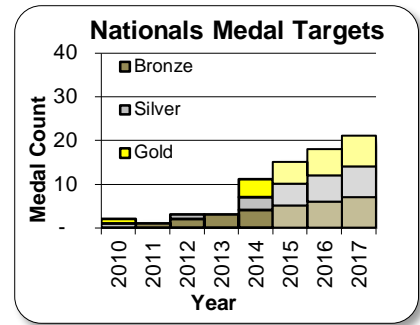


We additionally are targeting to win several of the best overall awards for the top individuals and teams, after gaining 2 in 2013 and 3 in 2014. To gain these awards we are planning on significantly increase our medal counts. We will achieve this success through encouraging self confidence in our members to succeed and provide them with the training and support they need to succeed.

National Championships Results

With Nationals usually in the North Island getting a strong team together can be challenging. In 2014 we took our largest team in many years, of 11 members. We were also able to significantly increase our results both in medal count and lifting our club rank to 17th in New Zealand and gaining the Best Overall Female Yellow Belt.

With Nationals in Christchurch in 2015 we plan on continuing to encourage high participation while this event is more accessible to our members and create individual aspirations to compete at future national and international tournaments.



Measuring our Performance against our Priorities

Maximum Potential

Grading Performance

Our instructors provide an environment where our members, through hard work, can train at a level that promotes success in gradings and competition at their level.

Key Initiative	2015	2016	2017
• High A pass rate – Black Belt	50%	57%	60%
• High A pass rate – Adult/Youth	55%	60%	65%
• High A pass rate – Kids	55%	60%	65%
• Black Belt members	10	12	15

Competition Performance

Successful performance at gradings and competition is embedded in the psyche of members. Developing this attitude in our members will translate to all areas of their lives.

Key Initiative	2015	2016	2017
• Regional Champs – Club Rank	1 st Place	1 st Place	1 st Place
• Regional Champs – Overalls	4	5	5
• Regional Champs – Medals	60	70	80
• National Champs – Club Rank	Top 15	Top 15	Top 15
• National Champs – Overalls	-	-	1
• National Champs – Medals	15	18	20