





INTERNATIONAL TAEKWON-DO RICCARTON STRATEGIC PLAN REPORT 2013







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







Overview

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).

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.

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 both 2012 and 2013, 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 seen the results of this plan coming to fruition in 2013, though not quite as quickly as we planned. We see these changes resulting in increased and more motivated membership, who are striving to improve themselves. This can be measured through the increase in both our membership and revenue, which have more than doubled in the last 2 years. We have noted a significant increase in the skills of our instructors as we continue to invest in their development. This has flowing through to significantly benefit the skills of our members which can be seen from the increased results from our members. In particular we won the Best Overall Club at the South Island Regional Championships a significant achievement from where we were positioned in 2011.

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.







Strong Organisation

Making ourselves into a stronger and more professional organisation is an important aspect of our strategy. 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.

During 2013 we further built on our achievements in 2011 and 2012 through focusing on achieving membership outcomes. However with limited resources, in particular volunteers to complete administrative tasks such as completing plans for marketing, communication, funding and succession planning were not formally completed, but undertaken on an as required basis.

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

Our continuing work with membership agreements and fee reviews has kept our core membership revenue growth ahead of our target. This increase in revenue has allowed our core activity of running International Taekwon-Do classes to be sustainable, while training and retaining skilled instructors to deliver them.

Overall we had a mixed result in this area of our strategic plan where we build on groundwork previously completed, but minimal new initiatives undertaken resulting in an overall result of a B.

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 member revenue base, ensuring business as usual activities are sustainable; and
- development of individuals for key roles.



		_	#		#
Overall Score: B	2012 Actua	2013 Actua	2013 Target	Achieved	2014 Target
Planning - Score C					
Strategic plan completed	100%				
Club Mark (bronze)	50%	60%	60%	✓	80%
Marketing plan		×	100%	×	✓
Communication plan		×	50%	×	✓
Performance - Score B					
Fee review	✓	✓	✓	✓	✓
Revenue	\$24K	\$30K	\$25K	✓	\$30K
Membership agreements	96%	100%	100%	✓	100%
Funding plan		×	50%	x	✓
People - Score B					
Committee members	2	4	4	✓	4
Qualified Instructors	2	4	4	✓	6
Administrators		×	100%	×	✓
Succession plan		×	50%	sc	✓

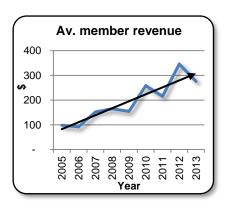




Planning and Communication

Due to constraints with volunteer time we were unable to make much progress on formal plans to market ourselves to the public to help recruit new members, and to increase communication to our current members and stakeholders to increase their engagement.

However we built on our previous developments with maintaining and updating both our website and our Facebook page increasing our exposure to new members. We also undertook marketing activities for our new Free School Holiday Programme initiative, through direct contact with schools and on Facebook. This was successful with 88 new kids attending our Free School Holiday Programme and being exposed to International Taekwon-Do and 16 new members joined our kids and mini-kids classes, accounting for 57% of our membership increase this year.



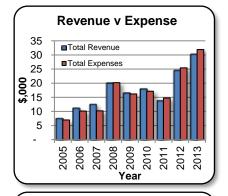
We offer a quality experience and teach many important things to our members, particularly children, including: self-defence; physical fitness and wellbeing; self-confidence; team work; goal setting; and improved behaviour patterns. The recognition of these benefits by parents in particular can be seen through the success of this programme and the increase in annual membership revenue per member.

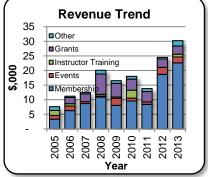
Performance

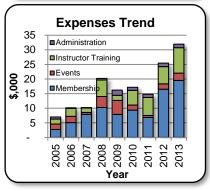
Growing our revenue is a key priority to ensure that we can continue to deliver our core business as usual activities of delivering classes to teach and promote International Taekwon-Do is sustainable. Through both regular fee reviews and increased membership we performed well in increasing our revenue to \$30.2k (2012: \$24.5k), more than achieving our target of \$25k (2012: \$20k) with revenue from membership making up \$22.6k (2012: \$18.7k) and up 21% on last year.

The significant increase in financial performance in 2012 and 2013 from previous years is a positive indication that our strategic plan is succeeding. This additional revenue was used to invest in other strategic areas such as up-skilling our current instructors, and to develop future instructors, as discussed later in this report. Additionally new classes were started for the kids and mini-kids classes in term 4 of 2013.













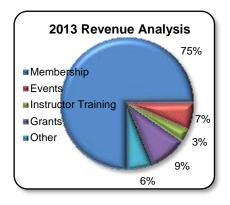


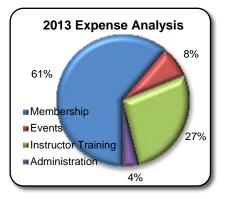
Developing our people

Developing our people is another key part of our strategic plan for the long term sustainability of the School. In particular developing our instructors is important: first 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. Also the learning and development of members to run events, co-ordinate teams and fundraising activities and administrators is important to keep the school running smoothly to give the best experience to members.

To look to our future we sent 3 of our members on an instructor's induction course so they could begin the formal journey towards being qualified as an instructor. This was followed by them being further coached by our current instructors with them assisting in planning some classes, and taking parts of or all of a class under the supervision of our current instructors to gain experience in instructing. Continued development of individuals is for 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 and allow more people to receive instruction. Over time these members will become the succession plan for our current instructors who move onto other things.

The most significant activity for administration made this year was attending a seminar run by Warrior Taekwon-Do on how they run their best recruitment programme their School Holiday Programme. This was a great course that covered many administrative areas for the programme that have been implemented in other areas of our school and increasing communication with potential members increasing the conversion to a member. 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. This also gave a great opportunity for our members to gain experience with assisting instructing.





As can be seen from the analysis of the revenue and expenses the combined spend on membership and instructor training accounted for 88% of expenditure and it accounting for 78% of revenue, with the balance coming from funding. So funds received from members are being used directly to fund classes and provide quality instructors for the members. We are also intending to invest in development of our committee members to further improve the administrative processes of our School when resources permit.



Instructor Induction Course





Quality Experience

During 2013 we continued to focus on instructor development, which is key to providing a quality experience to members, every time the come to one of our classes; this will maintain and grow our school. We performed quite well in developing our instructors, increasing the number of qualified instructors from 2 to 4, and attendance at several seminars and training camps at the higher end of the training level.

However due to limited volunteer resources meaning that most administration tasks are undertaken by Instructors who are also employed in other areas no progress was made to acquire additional equipment. So overall we scored ourselves against our goals as a C as shown in the following table.

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; and
- promote 'family, fun, fitness'.

Score Card: Quality Experience

<u>Overall Score</u> : C	2012 Actual	2013 Actual	2013 Target	Achieved	2014 Target
Instructor development - Sco	ore B				
Development plans	100%	100%	100%	✓	100%
Qualified Instructors	2	4	3	✓	4
International Instructors Cse	-	1	2	×	-
International Instructors Cse	-	1	2	×	-
High Performance Training	2	2	2	✓	2
Compete at World Cup	2				
Compete at World Champs	N/A	-	2	x	N/A
Equipment - Score D					
GPP Equipment	✓				
Power breaking equipment	×	×	1	×	✓
Safety Mats		×	1	x	✓
Sparring equipment		×	1	×	✓











Instructor development and retention

The most important aspect for providing a quality experience to our members is providing high quality qualified and experienced instructors. Up-skilling our current instructors means that our members receive the best instruction in the latest techniques and methods, that will help prepare them for gradings, tournaments and to defend themselves in a real world situation. This is why investing in developing our instructors is such a high priority for us. We hope that continuous investment will help with the attraction and retention of members at the school.

During the year our senior instructor attended the International Instructors Course and International Umpires Course in Auckland conducted by some of the top International Taekwon-Do Grand Masters from around the world. Our instructors also trained with some of the best instructors in New Zealand and attended several New Zealand training camps in preparation for trailing for the New Zealand national team. However our instructors were unsuccessful in making the 2013 team, they were among a select few who were invited to train with the team towards being successful in 2015.

They also competed in the National Champs gaining bronze medals, and competed in the South Island Regional Championships along with coaching our members which resulted in us winning Best Overall Club. We think that these competition results along with positive increases in membership and grading results, shows that investing in this area is benefiting our members. Once we gain a sufficient membership base and revenue from this we will be looking into the best way of retaining these instructors. They are well qualified and experienced and currently there is a risk of burn out.

Provide quality equipment

In order to maximise the benefits from having great instructors we need to provide enough equipment for them for use by the members attending their classes. During 2013 we did not have enough resources to acquire new equipment. During 2013 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.









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.

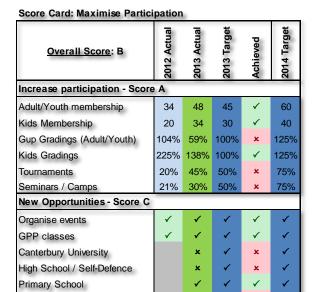
We feel we performed well against our strategic targets for 2013 in this area and we gave an overall score of an B as shown in the following table.

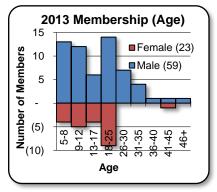
Maximise Participation

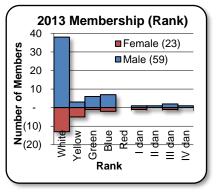
Be well prepared and flexible enough to respond to membership growth and to encourage greater levels of participation from all members

Out 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; and
- improve connectedness by developing appropriate systems for communicating with members to increase participation.











KiwiSport





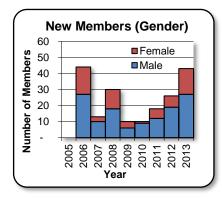
Membership

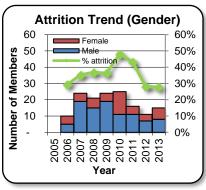
During 2012 and 2013 we have changed our membership trend from a slow decline to significant positive growth. In 2013 we grew our net membership by 28 members (2012: 15 members) being a growth of 52% (2012: 38%) to a total membership of 82 members, which exceeded our target of 75 members. The overall gender make up of membership has remained similar with 72% (2012: 74%) male and 28% (2012: 26%) female. However 26% (2012: 20%) of the kids class are now girls, up from 9% in 2011, and now more in line with the average female participation seen throughout International Taekwon-Do.

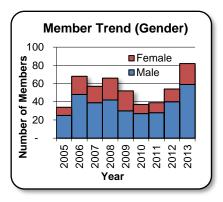
In 2013 we attracted 43 new members (2012: 23) being made up of 22 for the adult/youth class (2012:10) and 21 for the kids and mini-kids class (2012: 13) which is the most new students in one year since 2006. We made good gains in the 5-8, 9-12 and 18-25 age groups in 2013, with the gains in the younger age groups joining as a result of our new School Holiday Programme we ran before the fourth school term of 2013. The increase in adult membership was primarily through word of mouth or existing members and our increased presence on social media.

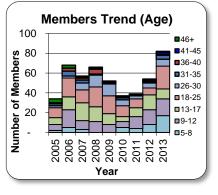
In addition we have reduced our rate of attrition to 28% (2012: 28%) which is the lowest levels of attrition since we began recording membership statistics. This is showing that the main effects of the Christchurch earthquakes are now subsiding, with the population of Christchurch becoming settled enough to begin new long term activities. Also the changes we have made over the past two years since the beginning of our strategic plan are working to attract and retain members.

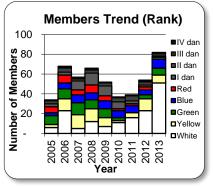
The number of white belt members is still increasing, which is great to see. Though the number of yellow and green belts is not as high as we would have predicted, but this is due to many of our members being children who will take longer to gain these grades. There is progression of the adult/youth white belts who joined in 2011 grading to blue belt, and these more senior coloured belts are now well on the way to becoming I dan black belts and beginning to learn to be assistant instructors.

















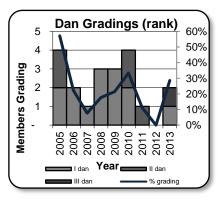


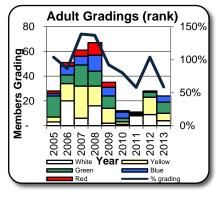
Gradings

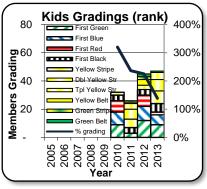
Coloured belt (gup) grading is a primary activity for International Taekwon-Do, as these examinations check on the standard of the school's students and result in the being promoted when they have achieved the standard for the next rank. Once a member has graded through the coloured belt ranks, they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

In 2013 we had 2 of our instructors grade at black belt gradings, Mr Shibata to III dan and Miss Onland to I dan. It was excellent to see our senior members progress through the lower black belt levels, and we look forward to seeing some of our new members since the earthquakes reach these levels. 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.

Adult/Youth members can often grade up to 3 times a year for gup gradings, with the kids members having additional grades between the adult gup grades. The statistics in 2013 have the kids class gradings separated out and the comparitive statistics adjusted accordingly. We had 24 promotions in the Adult/Youth class in 2013 (2012: 28), which was only a 59% grading rate (2012: 104%) for coloured belt members of the adult/youth class below our target of 100%. Though this target was set including kids members. Our planned 2014 target is 125% which we would like to exceed meaning that all members graded at least once in 2014. There were also an increased number of members grading to green and blue belt which is back to levels prior to the earthquakes. We hope to see some of our new members grading to red belt in 2014 and black belt in 2015.







In our Kids and Mini-Kids programme kids have intermediate grades between the first 2 adults grades, and they can grade up to 4 times per year, at the end of each school term. As the kids class now makes up 41% (2012: 37%) we are now presenting separate statistics for kids gradings. The annual average grading rate for the kids class was 138% (2012: 225%) though the decline for 2013 can be attributed to about half the members joining in the last term of 2013.











Seminars

In 2013 attendance at seminars was 30% of eligible members only slightly higher than in 2012, with an average of 7 members attending from the adult/youth class. As many of the seminars being conducted are of a technical nature and a long duration they are not generally suitable for our kids members which is why they rarely attend and not As the makeup of the stats are shown. membership of our adult/youth class gets more senior coloured belt grades we anticipate attendance in seminars will increase.

		Adult/Youth								
Seminars (all in CHC)	# Seminars 2013		2012 # attended	2012 % of members*	2013 # attended	2013 % of members*	2013 Target	Achieved	2014 Target	
Umpires Course - C Grade	1		-	30%	5	25%	50%	x	75%	
Sparring Seminar	1	ı	6	30%	8	44%	50%	×	75%	
Patterns Seminar	2	П	9	45%	9	21%	50%	×	75%	
Tournaments Seminar	-	П	7	28%						
High Performance Seminar	-		7	9%						
Power Breaking	-		4	16%						
Average			6	26%	7	30%	50%	ж	75 %	

Tournaments

Competing in tournaments is 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 toughness and determination which will help prepare them in the case of a real selfdefence situation, as well as encouraging perseverance in all areas of their lives. The significant loss of membership in 2010 and 2011 has significantly decreased the tournament experience of our membership as well as reduced the culture of competing. In both 2012 and 2013 we have slowly been increasing our tournament participation, through both running small interclub tournaments to provide experience for our members. With there being so many events being held in 2013 we only held one interclub tournament compared to two in 2012; attendance at this tournament was higher than either tournament in 2012.

We also encouraged participation at the South Island Regional Championships, and as Regional's were held in Christchurch in 2013 this further aided us in gaining maximum participation. We were able to enter a team of 22 members (2012: 5) including 6 kids class members being 65% of our eligible members, which exceeded our target attendance of 50%. Next year the tournament is in Blenheim so reaching our target of 75% adult/youth and 50% of kids members will be more difficult to achieve. Participation at the National Championships was still low with only experienced black belt members participating. We hope that with more experience more members will attend in 2014 and beyond.

		Adult/Youth				Kids							To	tal				
Tournaments (planned attendance)	2012 # attended	2013 # attended	2013 % of members*	2013 Target	Achieved	2014 Target	2012 # attended	2013 # attended	2013 % of members*	2013 Target	Achieved	2014 Target	2012 # attended	2013 # attended	2013 % of members*	2013 Target	Achieved	2014 Target
National Championships Auckland	2	3	14%	50%	x	50%	-	_	0%	10%	×	10%	2	3	14%	30%	x	30%
Regional Championships Christchurch	5	16	73%	50%	1	75%	-	6	50%	50%	✓	50%	5	22	65%	50%	✓	63%
Riccarton Round Robin Christchurch Riccarton Round Robin Christchurch	17 16	18	67%	50%	✓	75%	6 7	5	33%	50%	×	50%	17 16	23	55%	50%	✓	63%
Average	10	12	51%	50%	1	67%	3	4	28%	37%	×	37%	10	16	45%	43%	1	52%

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







School Holiday Programme

In 2013 we were planning on 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. While our efforts with Canterbury University are ongoing with little progress being made in this area, we have developed a new programme to increase engagement with primary schools.

We attended a seminar offered by Warrior Taekwon-Do in Auckland to learn how they conducted their successful Free School Holiday Programme. Running this Free School Holiday Programme aimed at primary and intermediate school students 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.







With running this new programme we were able to introduce 88 new children to International Taekwon-Do and we received very positive feedback from the children and their parents on how professional and beneficial the programme was for their children. We were able to attract 16 new students to our kids and mini-kids classes a conversion rate of 18%, which is in the range of 10%-50% experienced by Warrior Taekwon-Do. We hope to continue to run this programme in the future and as we gain more experience running the programme we hope to increase this conversation rate.

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.

Targeted classes and programmes

Our plan was to increase our kids' membership enough to split the kids class into 2 age groups in 2014: being 5-8 and 9-12 to better cater for the different learning and development needs of the 2 age groups. Though due to the success of the School Holiday Programme we were able to begin these separate classes in the last school term of 2013, and also start kids classes on new days, increasing kids and min-kids classes from 2 to 6 classes per week. These additional days also allows more members to be able to start International Taekwon-Do as they have more options for attending classes.









Maximum 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

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.

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; and
- set high standards for members in all areas and provide programmes for all members to achieve success.



<u>Overall Score</u> : A	2012 Actual	2013 Actual	2013 Target	Achieved	2014 Target				
Grading Results - Score A+									
Gup Grading - A Pass rate	42%	71%	50%	✓	50%				
Dan Grading - A Pass rate	-	100%	50%	✓	50%				
Black Belt members	7	7	7	✓	10				
Competition results - Score B									
Regional Champs - medals	13	51	15	✓	25				
National Champs - medals	3	3	7	×	10				

Black Belt Members

During 2013 we maintained a Black Belt membership of 7, thought 2 ceased training and we had a III dan transfer from Auckland and one of our coloured belts promoted to I dan. Overall in 2013 we have had increased attendance and engagement from our black belts and this has assisted us with the growth and increasing the quality of our school.

The increase in black belts will flow into more qualified instructor who can 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.







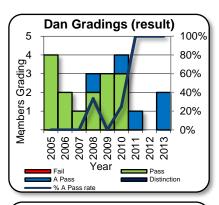
Grading results

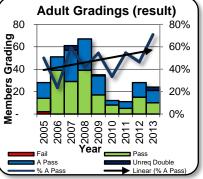
One of our measures of maximising potential is through maintaining a high A pass rate at gradings. At the end of 2013 2 of our instructors graded for I dan and III dan black belt where they performed extremely well. Black belt gradings are conducted as a regional grading, and our members graded in the Wellington region, and they are conducted by senior examiners from the New Zealand National Body. Their performance earned them both an A-pass, and they were the only examinees at the grading who gained an A-pass, showing that we are performing well on a national basis.

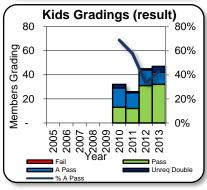
In our 2013 coloured belt (gup) grading we had an A-pass rate of 71% (2012: 46) which was significantly ahead of our target for the year of 50% (2012: 40%) and on last years results. This result was helped by 3 of our members receiving a double promotion, which are quite unusual, for excellent performance well above the expected standard, from the external examiners. With more of our members grading for higher grades where A passes are more difficult this result is very pleasing.



This year we have separated out the kids class gradings and included the intermediate grades and results. As new kids classes have started and the membership has significantly grown there has been an increase in the number of kids grading but a lowering in the A-pass rate. As the classes become more mature we expect the A-pass rate to come back up going forward.









				20	12			
Medal Counts	Gold	Silver	Bronze	Total	Gold	Silver	Bronze	Total
Regional Champs	20	12	19	51	4	5	4	13
National Champs	-	-	3	3	-	1	2	3
Oceania Champs					1	1	2	4

Tournament results

With our larger team competing at the South Island Regional Championships of 22 competitors we were not only able to significantly increase the number of medals we won to 51 (2012: 13) we also won the Best Overall Club at the South Island Regional Championships. Additionally Mary Sese won Best Overall White Belt and Vincent Brockerhoff won Best Overall Yellow Belt continuing on from winning 2 best overall's in 2012. Our more senior members also attended the National Championships winning 3 medals, similar to last year, but short of our target.

