



**Australian
Taekwondo**

Participation Plan 2018-2021

December 2018

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Introduction

Australian Taekwondo (AT) is the peak body for Taekwondo in Australia, as recognised by Sport Australia and the international federation, World Taekwondo.

AT was established in 2014, following the merger of Taekwondo Australia Limited (TAL) and Sports Taekwondo Australia Limited (STAL).

AT's mission is to promote Taekwondo as a fun, accessible, safe and community sport and martial art for everyone, by providing a framework and pathways that support and empower all participants at all levels and encourages lifelong participation.

Our guiding motto is “Taekwondo for all”.



The National Participation Plan 2018-2021

AT's goal is to develop Taekwondo as both a martial art and a high-performance sport under the banner of "Taekwondo For All", and through the development and implementation of this Participation Plan is working to create greater opportunities to engage in Taekwondo in all its forms.

AT's decision to develop a Participation Plan confirms a commitment to strategic planning and to the implementation of programs that will enhance participation at all levels. Australia's position in Taekwondo on the world stage can only be sustained by healthy levels of national participation and by the maintenance of clear pathways to elite levels. Of equal importance is that Taekwondo is accessible to anyone with an interest through fun and inclusive programs.

This participation plan will address key areas identified by stakeholders from our member research, reflect the Australian Taekwondo Strategic Plan and align with Federal Government objectives.

The Australian Sports Commission rebranded as Sport Australia is delivering on the Australian Government's National Sport Plan—Sport 2030 and has identified new key priorities:

- Build a more active Australia
- Achieve through sporting success
- Safeguard the integrity of sport
- Strengthen the sports industry

Sport Australia's expanded vision will also include an enhanced role to increase physical activity more broadly of which Australian Taekwondo can make a valuable contribution to.



Our Goal

VISION: One Taekwondo: unified, respected, successful, and sustainable, and providing opportunities for all.

PURPOSE: To govern Taekwondo and promote its values and opportunities for all participants within the art and the sport

Leading, unifying and governing
Taekwondo for all participants

Growing participation in all forms
of Taekwondo

Engaging, valuing and developing
our people and culture

Ensuring commercial growth and
financial sustainability

Excelling in High Performance

Vision - Australian Taekwondo: The custodian of Taekwondo in Australia.

Mission - To promote Taekwondo as a fun, accessible, safe and community sport for everyone, through providing a framework and pathways that support and empower all participants at all levels, and encourages lifelong participation.

Participation Goal – To grow participation in all forms of Taekwondo. To be an ASC Category C sport by 2020 with 20,000 members and exposing Taekwondo to 100,000 participants

Strategic Initiatives – To grow participation in Taekwondo through a range of programs including:

- ❖ The development of an Australian Taekwondo Schools program with a future goal of being accredited under the Australian Sporting Schools program.
- ❖ Developing an Older Australians modified Taekwondo Program
- ❖ Provide National Leadership, resourcing and support to make Taekwondo more inclusive
- ❖ Develop Taekwondo in regional and remote areas
- ❖ National promotion of the benefits of Taekwondo through national marketing and advertising
- ❖ Annual census and analysis of National Taekwondo participation
- ❖ Develop strategic partnerships to enhance participation



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Situation Analysis and Target Audiences

Australian Taekwondo is making a concerted effort to increase its focus on participation and recognises the challenges to supporting and growing a strong participation base. Currently only around 16,000 participants are registered AT members which is a small percentage of people engaging in Taekwondo nationally. Ausplay research estimates that in 2017 there were 47,314 participants who had engaged in the sport or its activities throughout Australia, representing a rate of participation of 0.23% of the population. Taekwondo is ranked 55th out of the 111 sports/activities included in the Ausplay survey (in terms of numbers of participants) ¹

Australian Context

The Australian sporting landscape is changing with social attitudes and an ageing population causing a trend towards reduced rates of participation and a change in the nature of participation; in particular a shift towards non-organised/venue based activities. Changing rates of participation by age, for example, show a significant decline in organised/venue based participation with age (reducing from 83% amongst those aged 15-17 to 41% for those aged 65+), but an increasing rate of participation in non-organised/venue based activities (from 10% for 15-17 year old to 40% for those aged 65+).

- ❖ AusPlay research shows the top 5 motivations for participation in sport and physical activity for both men and women are:
- ❖ physical health or fitness
- ❖ fun/enjoyment
- ❖ social reasons
- ❖ to lose weight/keep weight off/tone
- ❖ psychological/mental health/therapy.

While the top 5 motivations for participation are the same for men and women, research shows that men are more motivated by fun/enjoyment and social reasons, while physical and mental health and losing weight are more significant motivators for women.

It also shows that “for adults up to middle age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor (amongst older Australians). The main barrier to young children’s participation in organised out of school hours sport or physical activity is their parents’ perception that they are too young to start playing”. ²

It is becoming increasingly important for sports organisations to know their target market, its motivational factors and barriers to participation (perceived or otherwise) and to be aware of changing social trends in order to grow their sport. As well, smaller sports have to compete with larger, more resourced sports for a share of the market, usually without the benefit of the range of promotional and support programs that National Sports Organisations (NSOs) of those sports are able to offer. This has implications for design of programs, as well as for strategies for engaging and retaining participants.

¹ Australian Sports Commission, AusPlay. Participation Data for the Sport Sector. 2017 data.

² Australian Sports Commission, AusPlay. Participation Data for the Sport Sector. Summary of Key National Findings, October 2015 to September 2016 data.

Situation Analysis and Target Audiences

National Census

Results of this first census of participation in Taekwondo in 2018 suggest a total number of participants in a structured program of 4 or more sessions in a year of 57,750. However, this estimate is based on a small response rate and should be treated with caution. In addition, it suggests involvement in promotional programs and events organised by clubs equivalent to around 80% of those taking part in 4 or more sessions in a year, recognising there may be a cross over between the two.

Other survey results include the following.

- ❖ 60% of participants are aged 4 to 12.
- ❖ 58% are male.
- ❖ Only 10% of participants are aged over 40, compared with 47.5% of the population.
- ❖ The average number of participants per club is 84.
- ❖ Participation in traditional Taekwondo exceeds sports Taekwondo by a considerable margin.
- ❖ Those engaged in sports Taekwondo have an older age structure than traditional Taekwondo participants, although still dominated by the younger age group.
- ❖ Participation in competition Taekwondo is higher in Victoria amongst both men and women.

Stakeholder Research

To ensure our participation offerings are targeted and effective, AT commissioned stakeholder research on members and non-members to better understand their perceptions, needs and wants.

The majority of survey respondents saw the main role of AT as 'supporting and growing participation at all levels' reaffirming the mandate of AT to develop and implement its participation initiatives.



* hold appropriate insurance and accreditations, have member protection safeguards etc

Situation Analysis

Stakeholder Research

The research also emphasised the need for AT to provide leadership for greater engagement of recreational participants, who are the lifeblood of Taekwondo clubs as this is what attracts the clear majority of their members. The research noted that instructors had three main priorities in regard to their students:

- ❖ Helping their members develop life skills
- ❖ To provide a rewarding experience for their members
- ❖ Help their members develop Taekwondo skills

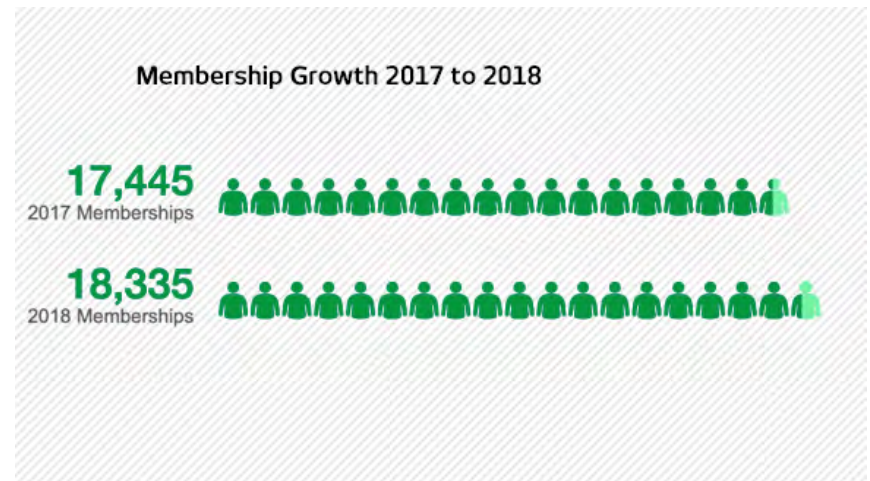
The research recommended that AT support the above priorities through:

- ❖ Growing participation – through national marketing and advertising to support clubs with the challenge of member recruitment
- ❖ Developing and supporting key personnel – through professional development and provision of resources to support AT members. This will help attract more students from a more diverse base and improve the options of what an instructor can provide.

The research also found that instructors saw national marketing and advertising as the most valuable initiative for AT to lead on as the persistent challenge faced by many clubs is in recruiting new members. The historical cost of engaging in these types of activities has traditionally been high, but given the current technological landscape AT now has the ability to leverage targeted social media activities, capture relevant participation data to target prospective participants and develop generic resources (flyers, digital advertisements) that can be downloaded and tailored by clubs.

Current Membership Data

As at November 2018, a total of 268 clubs have registered with AT for the 2018 calendar year, having collectively purchased packages enabling up to 18,335 individual member registrations. Compared to the same time in 2017, this represents the same number of clubs and 890 more individual member registrations purchased.

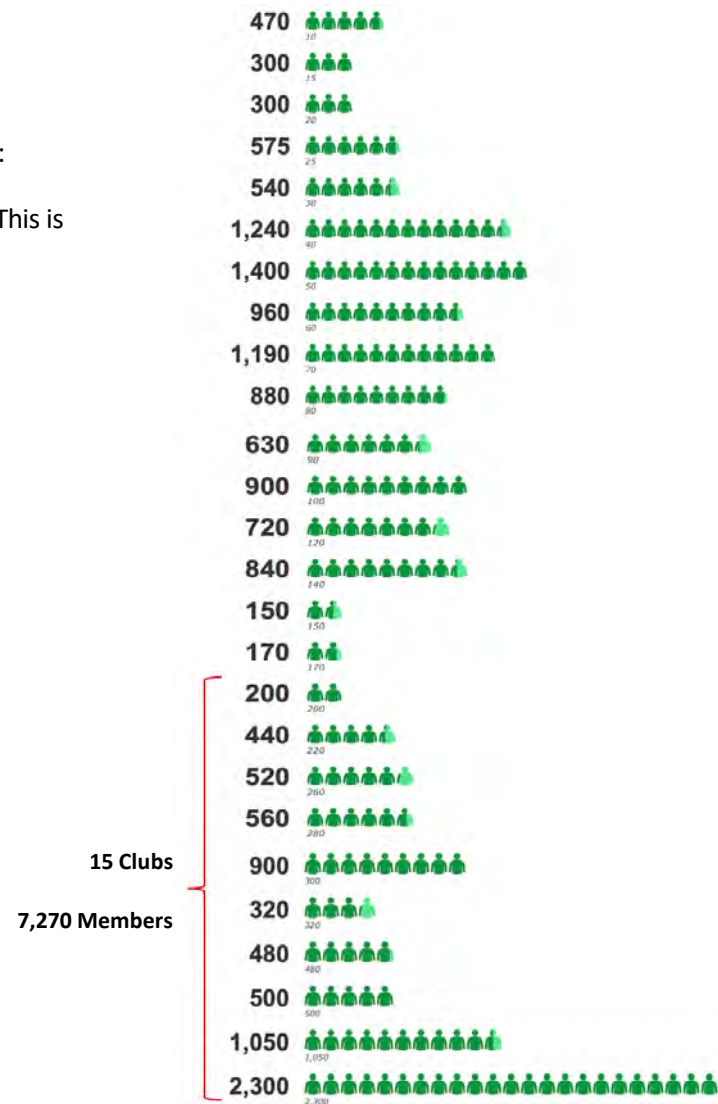


Situation Analysis

Stakeholder Research

The research analysis also noted that in relation to AT's 2018 membership data:

- ❖ more individual memberships have been purchased by more clubs in 2018. This is notwithstanding mergers and affiliations between clubs.
- ❖ 6% of registered clubs account for 40% of total memberships.



Target Audiences

Primary and Secondary Schools

Objective

Develop and implement a National Schools Program that provides a recognisable platform to run Taekwondo in schools.

Key Strategies/Drivers

- ❖ Develop a schools program that accredits instructors under a national curriculum
- ❖ Provide schools with confidence in the quality and safety of instruction
- ❖ Create a value proposition for AT membership
- ❖ Apply for accreditation under the National Schools Program



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Target Audiences

People With Disabilities

Objective

Provide national leadership and stakeholder development on ensuring Taekwondo is more inclusive.

Key Strategies/Drivers

- ❖ Address barriers to inclusion including negative attitudes, stigma and discrimination and create accessible Taekwondo
- ❖ Improve accessibility to clubs in terms of facilities and instruction
- ❖ Help develop the capacity of instructors to include people with disabilities in their classes
- ❖ Partner with Sport Inclusion Australia to increase capacity for inclusion in martial art and sport.



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Target Audiences

Female Participation

As noted from the national census information, male participation is greater than female indicating AT needs to provide leadership around ensuring Taekwondo is an attractive and safe option for females.

Objective

Increased sustainable participation in all levels of Taekwondo by women and girls.

Key Strategies/Drivers

- ❖ Provide national leadership and development of more inclusive Taekwondo for females in Australia
- ❖ Create a value proposition to assist clubs in attracting more female participants
- ❖ Ensuring awareness and Increase the recognition of achievements by females in all aspects of Taekwondo and facilitate greater awareness of the benefits of Taekwondo for women and girls.



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Target Audiences

Older Australians

Objective

Position Taekwondo as a physical activity option for older Australians providing a sense of community engagement.

Key Strategies/Drivers

- ❖ Renewed focus on physical activity for older Australians by the federal government
- ❖ Development of a targeted Older Australians Program that AT members can be trained in
- ❖ Provide opportunities for older Australians to participate in all aspects of Taekwondo (recreational, volunteering).



**Australian
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Target Audiences

Instructors and Clubs

Objective

Support clubs and instructors to identify training and capacity needs, provide responses and develop resources to grow Taekwondo.

Key Strategies/Drivers

- ❖ Instructors are key to AT targeting the previous mentioned audiences and need to be involved at all stages of the program development
- ❖ Develop effective working relationships with all key industry bodies and stakeholders to create viable and effective clubs.



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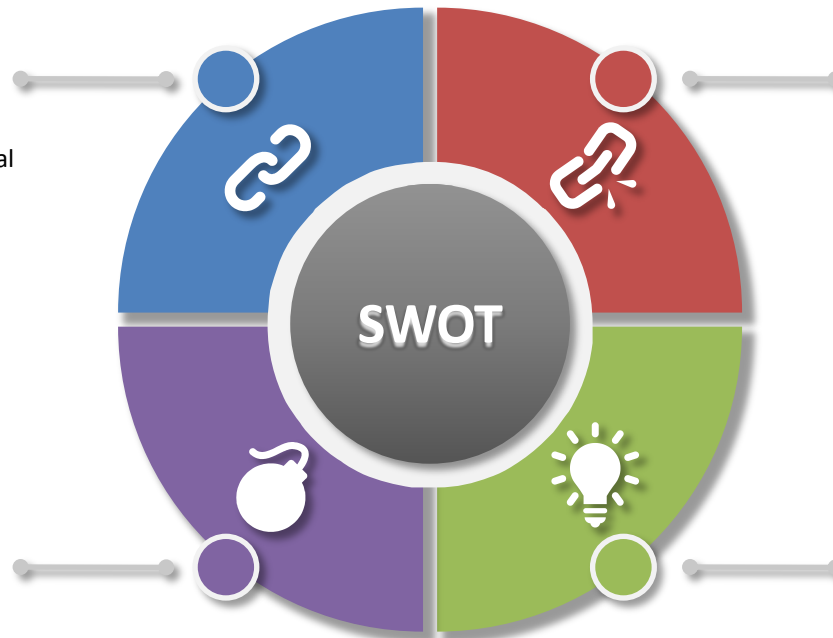
SWOT Analysis

STRENGTHS

- Full complement of staff on board at AT to drive
- Whole of life martial art that teaches life skills
- Is safe to engage in with or without physical contact
- Highly respected values and traditions
- Played indoors and throughout all seasons
- Recognised international success at the Olympics
- International sport opportunities
- Can be played at any age, skill level and physical capacity.

THREATS

- Increasing costs of running a club caused by environmental factors
- Competition from other sports and emerging leisure activities
- Reduced leisure time for people to participate in organised sport



WEAKNESSES

- Unified approach to participation
- Historical politics
- Traditional rules, regulations and hierarchy
- Self-interest
- Not promoted nationally enough

OPPORTUNITIES

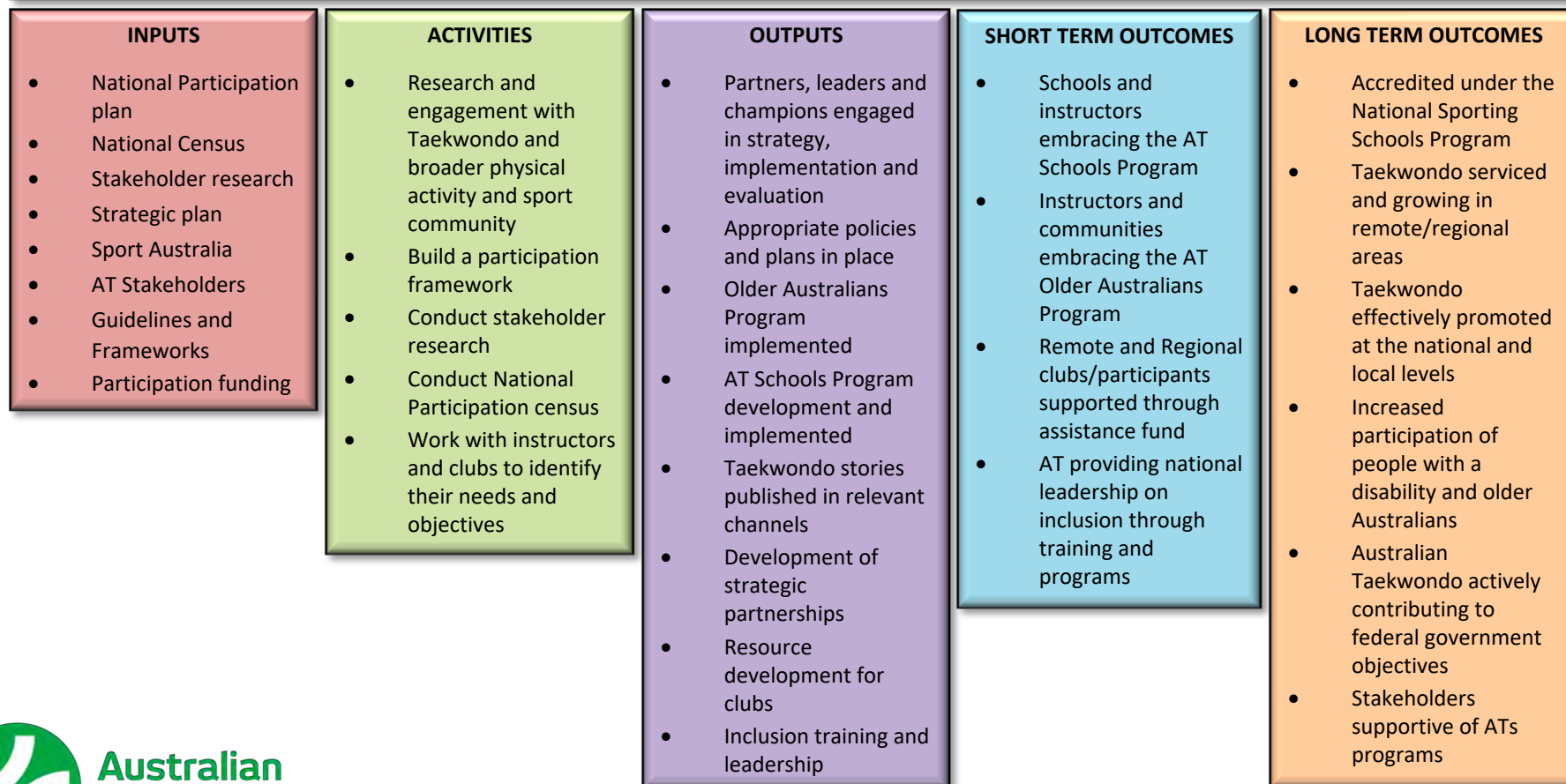
- Growing participant base for recreational participants
- Growing participation base for schools children
- Growing participation base for females
- Growing participation base for older Australians
- Growing participation base for people with a disability
- Health benefits
- Physical literacy benefits

Risk Assessment

REF	RISK	RISK LEVEL	MITIGATION STRATEGY
1	Lack of resources to deliver initiatives	Moderate	Prioritise initiatives and develop cost effective options. For example through the development of partnerships and the use of social media.
2	Lack of unified national approach	High	Maintain stakeholder engagement.
3	Lack of funding for content marketing	Low	Leverage existing social media platforms.
4	Low participant numbers collected	Moderate	Examine options for collecting participant data and tying the provision of data to membership.
5	Activities not promoted through the appropriate channels	Low	Develop and implement social media and communications strategy to effectively target communications. Utilise appropriate channels.
6	Inability to fulfil Sport Australia obligations	Low	Maintain dialogue with Sport Australia and plan for deliverables.
7	Reduced capacity of stakeholders to implement activities	Moderate	Plan for alternative delivery partners and ensure stakeholders are equipped for delivery.
8	Venues/clubs/activities not accessible to people with disability	High	Assist clubs in their planning of events and infrastructure.
9	Significant interruption due to national or economic volatilities	Low	Ensure activities are sustainable and have ownership from clubs and instructors.

AT Program Logic

CONTEXT: AT's decision to develop a Participation Plan confirms a commitment to strategic planning and to the implementation of programs that will enhance participation at all levels. It is important that Taekwondo is accessible to anyone with an interest through fun and inclusive programs. This participation plan will address key areas identified by stakeholders from our member research, reflect the Australian Taekwondo Strategic Plan and align with Federal Government objectives. Currently only around 16,000 participants are registered AT members which is a small percentage of people engaging in Taekwondo nationally. Ausplay research estimates that in 2017 there were 47,314 participants who had engaged in the sport or its activities throughout Australia.



Roles

Participation Manager – will have carriage of the strategy, coordination and implementation of the National Participation Plan.

Chief Executive Officer - is responsible for the entire operations of the Company and reports directly to the Chair and the Board. As the CEO has responsibility for implementing Board decisions and initiatives and will oversee the Participation Manager.

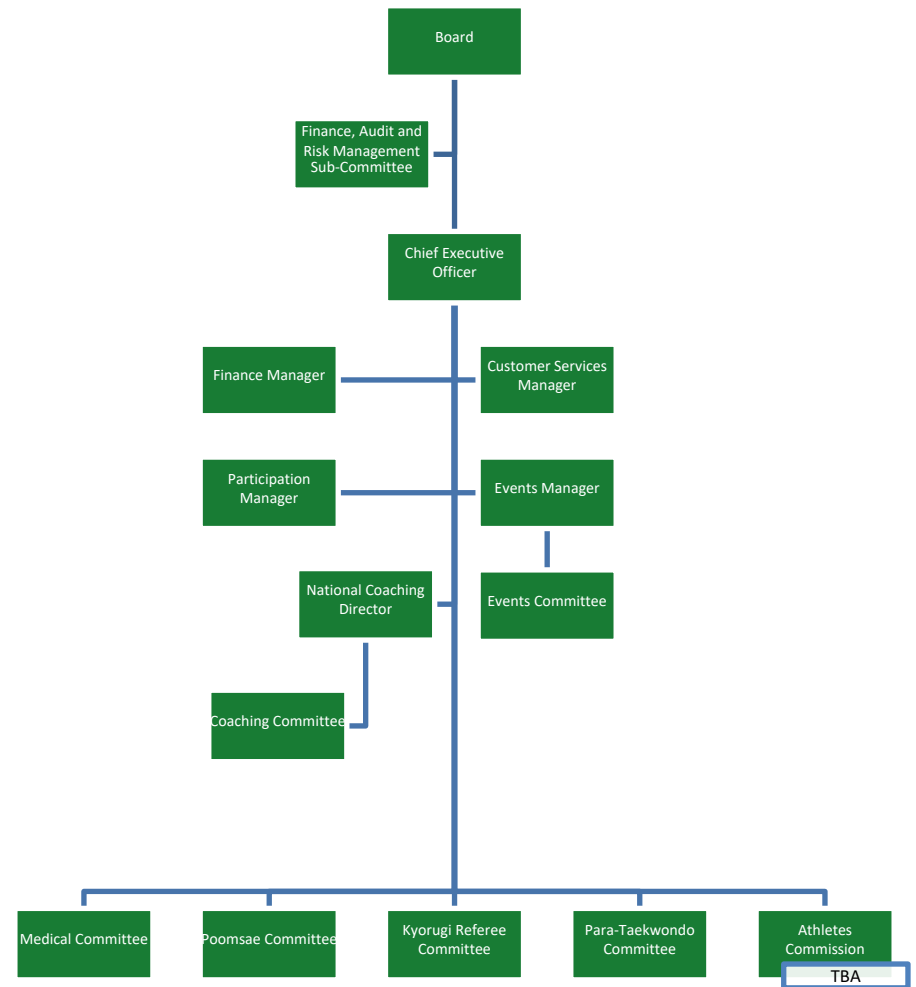
Customer Services Manager – has primary responsibility for memberships and membership systems, member insurances, Kukkiwon certification processing, merchandise and liaison with the WT for matters relating to the Global Management System.

Board – Strategic Guidance on Australian Taekwondo policy and planning.

State Associations – key partners of Australian Taekwondo and implementing arms.

Clubs/Instructors – main stakeholders for Australian Taekwondo for growing participation and ensuring change at all levels.

Strategic Partners – Sport Australia, Australian Institute of Sport, Sport Inclusion Australia, Sponsors



Stakeholder Engagement

STAKEHOLDER	ENGAGEMENT
Member States	We will work collaboratively to build a unified and aligned strategy with the States, supported by very clear roles and accountabilities.
Coaches, Clubs, Instructors	We will provide development and education programs, resources and pathways to Clubs, Coaches and Instructors to assist them provide ongoing, consistent and best practice services.
Officials, Staff and Volunteers	We will provide timely, affordable and accessible training and accreditation to Officials, Staff and Volunteers.
Community	We will provide opportunities that encourage participation in, and promote the value and benefits of, Taekwondo to the broader Community including individuals, families and caregivers.
Culturally and linguistically diverse Communities and Groups.	We will offer memberships and support to a diverse population including Aboriginal and Torres Strait Islanders, seniors, refugees, regional rural and remote participants, LGBTQI, and individuals with disabilities and impairments.
Sport Australia	We will work openly and collaboratively with the Sport Australia to grow participation and high-performance outcomes for Taekwondo.
Sport Inclusion Australia	We will partner with Sport Inclusion Australia to raise awareness of including people with disabilities and develop an inclusive practice across all Taekwondo activities.
Australian Olympic Committee, Australian Paralympic Committee	We will engage strategically to ensure that Taekwondo remains as an Olympic and Paralympic Sport.
Local, state and federal government	In conjunction and collaboration with our state counterparts / members, we will engage with all levels of government to leverage support for our strategic goals.
World Taekwondo (WT) and other International Organisations	We will engage and collaborate with WT, World Taekwondo Oceania, the Commonwealth Taekwondo Union and Kukkiwon to enhance and build our international reputation.
Prospective Alliance partners	We will plan and consider services to groups outside Taekwondo (e.g. other Martial Arts, Human Services groups, youth groups, and other cross-over sports).
Other affiliates (including Sponsors, National Institute network)	We will work collaboratively with all other affiliates for mutual outcomes that support our strategic objectives.

Australian Taekwondo Participation Program Monitoring and Evaluation Framework

#	Indicator name	Definition	Data sources	Disaggregation	Expected Frequency	Base year/ Baseline	Target June 2021
Process indicators							
1	National Participation Framework (plan) established	Participation plan is completed and endorsed by the AT board by (insert month and year)	Board minutes	NA	NA	2018	All areas of plan implemented.
2	Positive trend in the % of AT member clubs completing national census	Numerator: # of AT member clubs who complete census Denominator: total number of AT member clubs x 100	Head Instructors via email survey	2019: male/female 2020: age/male/female	Annually	2018/10%	50% of AF member clubs completed 2021 census
3	Regional and remote assistance fund established	Policy document for regional and remote assistance fund approved by AT board	Board minutes	NA	NA	2019	To be endorsed early 2019.
Output indicators							
4	Older Australians curriculum developed and launched	Curriculum and online learning system developed, beta tested and evaluated.	Evaluation report	NA	NA	2019	Curriculum launched
5	AT schools program developed and launched	Curriculum and online learning system developed, beta tested and evaluated.	Evaluation report	NA	Curriculum evaluated annually	2019	Program launched
6	Positive trend in the number of organisations AT is partnering with for delivery of participation programs.	Number of organisations who have a partnership arrangement with AT for delivery and/or promotion of participation programs	Partnership agreements	NA	Annually	2018/0	5
7	Online inclusion training established	Curriculum and online learning system developed, beta tested and evaluated.	Evaluation report	By region/state	Annually	2019/0	50% member instructors undergo training
8	Positive trend in the number of AT stories published about AT participation programs	Consistent content related to Taekwondo in Australia posted through AT and mainstream channels	Media platforms/google and Facebook analytics	By suburb/region/state	6 monthly	2018/12	6 targeted content stories (1 every 2 months)
9	% of participants who are satisfied with learning and accreditation courses	Numerator: # of workshop/online learning participants who rate satisfaction with learning workshops at 3 or above Denominator: Total number of workshop participants x 100	Workshop evaluation surveys	By region/state	Bi-annually	Q1 2019	80%
10	Participation Plan updates provided to member state boards quarterly	Revisions to Participation Plan communicated to States with their feedback integrated.	State feedback reports	NA	Annually	Q1 2019	NA

#	Indicator name	Definition	Data sources	Disaggregation	Expected Frequency	Base year/ Baseline	Target June 2021
Short term indicators							
11	Positive trend in the number of instructors delivering the AT schools program	Increasing number of member instructors implementing the AT National Schools Program	Instructor registration data	Rural/Urban Male/Female State	Annually	2019/20	25% member instructors
12	Positive trend in number of instructors delivering the AT Older Australians program	Increasing number of member instructors implementing the AT older Australians program.	Instructor registration data	Rural/Urban Male/Female State	Annually	2019/20	20 % member instructors
13	# of community organisations (e.g. schools, aged care facilities) working in partnership with instructors for delivery of AT participation programs	Increasing # of community organisations where AT participation programs are being implemented.	Instructor monitoring data provided to AT. Agreements with schools etc to implement the program.	Rural/Urban Male/Female State	Annually	2019/20	Target developed off 2019 data
14	Positive trend in the # of participants supported through the AT remote and regional fund	AT remote and regional fund improving access to courses etc.	Approved fund applications	Region Male/Female State	Annually	2019/20	Target developed off 2019 data
15	Positive trend in number of instructors who have completed AT online inclusion training	Instructors completing the course and seeing value in the training	Instructor registration data	Region Male/Female State	Annually	2019/20	Target developed off 2019 data
16	% of instructors who rate their involvement in AT participation programs as satisfactory or higher	Instructors satisfied with level of quality and support provided through AT programs.	AT online learning system	Region Male/Female State	Annually	2019/20	70% member instructors implementing AT programs satisfied
Long term indicators							
17	AT Schools Program is accredited under the National Sporting Schools Program	Accreditation applied for once AT National program has been implemented.	Sport Australia Approval	NA	NA	Late 2019	NA
18	Positive trend in # of instructors delivering TKD and AT programs in rural and remote areas	Clubs in rural and remote areas feel supported by AT and are able to access and implement AT programs.	Instructor surveys, online learning system, rural and remote fund	Region Male/Female State	Annually	2019/20	Target developed off 2019 data
19	Positive trend in the number of older Australians participating in programs delivered as part of AT's Older Australians program	Increasing amount of older Australian's joining the Ageless Taekwondo/Ninja Nannies program.	Older Australians program participation data	Rural/Urban Male/Female State	Annually	2019/20	5,000 participants nationwide
20	Positive trend in the number of persons who identify as having a disability participating in	This relates to two areas: 1. Better data collection by AT through the annual census and 2. Instructors and potential participants feeling confident working in this space.	Annual census	Rural/Urban Male/Female State	Annually	2019/20	Target developed off 2019 data

	Taekwondo under the instruction of an AT member instructor						
22	Positive trend in census respondents who report being satisfied with AT participation programs.	Builds on indicator 16 showing AT is improving its program through incorporating instructor feedback on programs.	Annual census and online learning system surveys.	By AT program Rural/Urban Male/Female State	Annually	2019/20	Target developed off 2019 data

