



British Taekwondo Council

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BTC PEOPLE PLAN 2023-33

1. BTC Vision

A vision statement represents an organisation's overarching aspirations of what it hopes to achieve or to become.

The vision of the BTC is to act as the National Governing Body (NGB) for Taekwondo in the United Kingdom and as such promote the martial art, sport, study and practice of Taekwondo.

This is reflected in the objects within the Articles of Association of the BTC.

2. BTC Mission

A mission statement describes what an organisation needs to do now to achieve the vision and conveys to stakeholders (any person or group who has an interest in the organisation or is affected by its actions) why the organisation exists and leads to formulation of strategic goals.

Through effective leadership, the BTC will collaborate with our partners, learning from shared experience and insight to better enable us to respond to the needs of underrepresented groups, to engage them in sport and physical activity.

As the NGB for Taekwondo in the UK, BTC's mission is to effectively promote inclusion within all aspects of Taekwondo business, participation, national and international links, demonstrating the professionalism of the BTC as a credible, respected National Governing Body working to tackle inequities and support the ambitions of Uniting the Movement through;

- i. effective governance
- ii. engagement with membership,
- iii. welfare and safeguarding; and
- iv. providing opportunities and pathways from grassroots to elite participants.

3. BTC Values

A values statement defines what the organisation believes in and how individuals in the organisation are expected to behave, with each other and with other stakeholders. It provides a;

- i. moral direction for the organisation that guides decision making and establishes a standard for assessing actions; and
- ii. standard for individuals to judge violations within the organisation.

For a values statement to be effective, it must be reinforced at all levels of the organisation and used to guide attitudes and actions. The Board of Directors and Membership Services at the BTC are committed to this process.

Fundamental to the practice of Taekwondo are the Tenets:

*Courtesy * Integrity * Perseverance * Self-Control * Indomitable Spirit*



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ENGLAND**

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BTC is committed to ensuring that in all aspects of its affairs it maintains the highest standards of public trust and integrity, aligned to the Seven Principles of Public Life (also known as the Nolan Principles).

The Nolan Principles are defined below; where public office-holders are defined as both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

- ✓ *Selflessness*
Holders of public office should act solely in terms of the public interest.
- ✓ *Integrity*
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- ✓ *Objectivity*
Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- ✓ *Accountability*
Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- ✓ *Openness*
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- ✓ *Honesty*
Holders of public office should be truthful.
- ✓ *Leadership*
Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

4. Inclusion and Belonging Principles

- 4.1. The Board of Directors shall set out, promote, and support the implementation of minimum good governance standards, including with respect to diversity and inclusion throughout its organisation and within its membership and / or associated organisations.
- 4.2. These Inclusion and Belonging Principles are a set of guidelines designed to promote diversity, equity, inclusion and belonging across the BTC and set out a commitment to;
 - i. create and maintain a safe, welcoming, inclusive, and diverse support;
 - ii. which nurtures a culture of mutual respect; and
 - iii. allowing all individuals to thrive without fear of discrimination, bullying, harassment, or victimisation.
- 4.3. Embracing people from all walks of life begins with understanding what diversity, equity, equality, and inclusion is, so the BTC can invest in its' participants and other stakeholders.

- 4.4. **Diversity** is important when considering how historically underrepresented groups have been barred from participating in society. When you allow everyone a seat at the table to voice their concerns and provide solutions to community issues they are directly affected by, no one person is holding the microphone, creating an equilibrium in the balance of power.
- 4.5. **Equity** acknowledges the systems that have kept marginalised groups from political, social, cultural, and economic spheres of influence, often to the downfall of specific groups of people.
- 4.6. Equity is about creating fair access, opportunity, and advancement for all those different people. It's about creating a fair playing field.
- 4.7. This requires a desire for creating, maintaining, and protecting equity organisation-wide; a framework that supports equitable talent screening, hiring, workplace standards, and so on.
- 4.8. Equity is commonly mistaken for the term equality, but the two have different meanings.
- 4.9. Equality gives everyone the same number of benefits, regardless of their individual privileges, while equity considers everyone's starting point.
- 4.10. Inclusion creates a welcoming atmosphere where all people, regardless of race, gender, or sexuality, can feel welcomed and are able to actively participate in society without any threats of harm or intimidation. By celebrating and accepting people's differences, we create a more empathetic world.
- 4.11. These Inclusion and Belonging Principles have been developed by the Board of Directors of the BTC through a series of discussions, workshops and meetings to canvass opinion from the stakeholders of BTC.
- 4.12. There is an identification of key behaviours, mindsets and outcomes that are associated with each of the Inclusion and Belonging Principles; resulting in a list of guiding principles which aim to support our participants and other stakeholders and help them to move towards instinctive inclusion.
- 4.13. Each principle is upheld by a set of competencies and outcomes which each participant and stakeholder across the BTC will be accountable to demonstrate.
- 4.14. With this set of guiding principles, the BTC aims to build inclusion by instinct, a culture where people see themselves represented, feel they can be their best, meet their aspirations, and develop a sense of belonging at the BTC.
- 4.15. Embedding diversity, equity, inclusivity and belonging consistently the BTC organisation will require significant cultural change that addresses our consciousness, behaviours, systems, and collective culture with the support of the Board of Directors and the Membership Services
- 4.16. The way in which our Inclusion and Belongings Principles will be embedded entails the following (not exhaustive) list:
 - i. Form part of meetings of the Board of Directors, the Membership Services, other BTC Sub-Committees and other gatherings.

- ii. Discussed during Equity Diversity and Inclusion training and other programmes
 - iii. Ongoing coaching and support provided to the Board of Directors, Membership Services and other BTC Sub-Committees on ways to embed and review these Inclusion and Belonging Principles with their organisations
 - iv. Support teams within the BTC to develop their own challenging targets for representing diversity and Inclusion and Belonging principles
- 4.17. Our progress within diversity, equity, inclusion, and belonging will be led, implemented, and monitored by our participants. It will be the responsibility of every participant and other stakeholders of the BTC community to live and breathe these principles and support us in achieving an inclusive and supportive environment.
- 4.18. The successful implementation of these Inclusion and Belonging Principles across the BTC will be monitored by the Membership Services via regular surveys and feedback.

5. Governance

- 5.1. The BTC will operate at the highest standard of governance through developing and maintain best practice and transparent governance, with clear financial and operational policies and procedures.
- 5.2. Effective leadership at the Board of Directors and Membership Services level will operate with complete transparency, accountability and integrity.
- 5.3. The following facets underpin the Mission, Vision and Core Values of the BTC;
- i. Leadership and Governance
 - ii. Coaching
 - iii. Officiating
 - iv. Talent Development Environment
 - v. Player Development and Wellbeing
 - vi. Culture
 - vii. Inclusion and Belonging (otherwise known as Equality, Diversity & Inclusion)
 - viii. Stakeholders
- 5.4. Development and maintenance of best practice policies and procedures is of paramount importance across all areas, including but not exhaustively;
- i. Inclusion and Belonging;
 - ii. General Data Protection Regulations (GDPR);
 - iii. Safeguarding - protecting children in sport;
 - iv. Safeguarding – protecting adults in sport;
 - v. Code of Ethics and Behaviour (Respect);
 - vi. Complaints and Incident reporting; and
 - vii. Whistleblowing.

6. BTC's People

- 6.1. The BTC will seek to have the optimal workforce where people have the appropriate skills, operate within the most appropriate roles and are motivated to delivering outcomes in a timely manner.

6.2. To enable us to achieve our vision, the BTC has committed to a number of objectives which will support our workforce, paid and voluntary, to participate in a safe environment and be equipped with the skills, knowledge, empathy and ethos to recognise and respond to the wants and needs of our staff, volunteers, members, participants and supporters at all levels:

- i. Board
- ii. Senior Executive Team
- iii. Operational Team
- iv. Member Organisations
- v. Registered Instructors
- vi. Welfare Officers (Club, Association and NGB Leads)
- vii. Taekwondo Participants
- viii. Families / Carers / Supporters

7. BTC's Objectives

- 7.1. Ongoing upskilling of leadership of the Board, Membership Services and throughout the organisation to be able to lead the sport at strategic and tactical levels accordingly.
- 7.2. Board members are engaged by the BTC through open recruitment, based on gaps in qualities and skills identified in the regular Board Skills Audits, led by the NOMCOM.
- 7.3. Designating directors' responsibilities as champions, leading and monitoring the delivery of the BTC Strategy, People and Diversity and Inclusion Action Plans, and governance requirements.
- 7.4. Ensure organisational resilience through effective succession planning led by the NOMCOM.
- 7.5. Increase our workforce capacity through the identification of potential future instructors and leaders.
- 7.6. Select and recruit executives, employees and volunteers who have the skills and knowledge to fill identified gaps.
- 7.7. Offer flexible working and reasonable adjustments to promote inclusion and wellbeing.
- 7.8. Seek to attract new member organisations which share our vision and values.
- 7.9. Focus on Equity, Diversity, Inclusion and Belonging through relevant training and promoting a positive culture led by the Board.
- 7.10. Promote professional and voluntary development opportunities for everyone involved in grassroots Taekwondo, including the Board, representatives of member organisations, instructors / coaches, welfare officers and participants, with a focus on underrepresented groups.
- 7.11. Improve recognition within the NGB of the quality of the education and support provided by the BTC to our workforce, helping instructors to better understand and meet the needs of students from diverse communities, with behavioural, social, emotional and mental health needs, as well as those with physical and medical conditions.
- 7.12. Initiate delivery of the BTC coaching / instructing award.

- 7.13. Through Membership Services, ensure that all participants have a voice, including Member Organisations, clubs, instructors and the student population, including potentially under-represented group such as youth, older, disabled, LGBTQ+, female and ethnic groups.
- 7.14. Engage and collaborate with system partners, e.g. British Taekwondo, GB Taekwondo, to promote education, safeguarding, competition and elite pathways.
- 7.15. Regularly review our policies and procedures in line with changes in legislation and good practice guidelines.

8. Implementation and Evaluation

- 8.1. The BTC will implement a number of strategies to monitor and evaluate our progress and effectiveness in pursuit of our objectives, including:
 - Regular review of our practice, policies and procedures at Board, Membership Services and operational levels
 - Regular review of progress towards our objectives, internally and to Sport England
 - Seek feedback from our People at all levels within the organisation.
 - Analyse feedback and mitigate, adapt or revise our approach as required
 - Communicate our learnings to our People, Sport England and other relevant organisations to contribute to better opportunities and outcomes for everyone involved in Sport and Physical Activity, not just Taekwondo.

Amendment Log

Date	Change	Made by	Approved by
27 th November 2023	First Issue	T Humphries	BTC Board

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