



BRITISH
TAEKWONDO

Our People Plan 2021 - 2030

Strategy for Growth

Date	Version	Author	Board Approved	Review Date	Published
May 2022	1	Rachel Smith	30/06/2022	June 2023	Yes
June 2023	2	Sarah Howard	04/07/2023	June 2024	

Our Vision

In our Strategy for Growth 2021 to 2031, published during the coronavirus pandemic, we set out ambitious plans to transform our Governing Body. The pandemic has been a catalyst and has accelerated some of our plans, showing us just how resilient British Taekwondo can be.

Our People Plan offers an exciting opportunity to build on the positives of what we learned during the pandemic and will support our six strategic objectives, which are:

1. Develop and support our clubs and coaches
2. Provide development pathways for our members
3. Retain and increase participation
4. Operate to the highest standard of governance
5. Innovate and grow our organisation
6. Support success on the world stage

It will ensure we have people with the right skills, in the right roles, delivering the right outcomes, at the right time. This people plan will also take into consideration our volunteer workforce.

The world of work is changing at a rapid rate, with an increasingly diverse working population needing and expecting enhanced flexibility to balance their lives at work and at home. This people plan aims to respond to this and deliver increased organisational agility for British Taekwondo; placing a strong emphasis on working together so we can be prepared to be flexible and adaptable in the future.

We are embedding a personal development culture at British Taekwondo where clear performance targets are set for staff and volunteers in post. This includes access to appropriate CPD where needed to ensure that people have the right skills to deliver the very best outcome for our members.

We aim to be an inclusive organisation with highly motivated staff and volunteers who can use their skills and abilities to make a difference for our clubs and members, and be the best they can be.

Our People Plan has been shaped through surveys of our staff and volunteers and we will continue to hold consultation sessions with them, to ensure we are including what they think is important.

Staff and volunteers have confirmed that our core values are very relevant, but we recognise that developing these further to translate into individual behaviours will help us to more deeply embed them into our new ways of working.

People Plan Summary

This People Plan has been developed with the involvement of staff and volunteers to support the achievement of our Strategy for Growth 2021-2031.

By 2031 we will have embedded a strong performance management culture and our ways of working will reflect our core values which are:

- Excellence
- Integrity
- Inspiration
- Unity

We will deliver our People Plan across several key delivery areas:

1. Employer of Choice
2. Agile Working
3. Staff and Volunteer Engagement
4. Wellbeing
5. Personal Development
6. Leadership
7. Equality, Diversity and Inclusion (EDI)

Staff and volunteers will play a vital role in delivering the outcomes from this People Plan.

Our staff will continually review and improve the services they deliver across British Taekwondo; looking to streamline processes, use technology and provide approachable, proactive, pragmatic and business-focused support and guidance to empower our volunteers.

1. Employer of Choice

British Taekwondo aims to be an employer of choice offering a competitive package, more than just the bare minimum of a desk in an office and a 9-to-5 role. Our goal is to attract and retain candidates through not just providing them with a job that will pay the bills, but with a work environment that is fun, creative and productive.

Statement of Aspiration

We have a strong employer brand and employer offer to best position and promote British Taekwondo as an employer of choice.

We recruit a talented workforce and volunteer network to support the achievement of our Strategy for Growth and our recruitment campaigns are effective in attracting a high calibre of talented, club and membership centric people, who are skilled and aligned with our core values.

Our onboarding processes are robust, so even before staff and volunteers begin with us, they feel welcomed to British Taekwondo. Once staff and volunteers join us, their expectations of our culture are exceeded. Through our induction process staff and volunteers settle into their roles and understand how we work. We continually develop and improve this process through gathering feedback from our new recruits.

We celebrate success and encourage positive recognition and feedback to staff and volunteers who consistently demonstrate our core values.

How will we do this?

- We will provide clear role profiles, responsibilities and accountabilities.
- We will develop our pay structures for all staff
- We will develop our brand and employer offer
- We will annually review and revise our recruitment policy, processes and practices, including onboarding, induction and probationary periods.
- We will target and encourage informal and formal cross-team learning beyond induction, by analysing Pulse survey feedback.
- We will develop our approach to talent management and succession planning to maximise the potential of staff and volunteers.
- We will use regular Pulse surveys to understand staff and volunteer engagement levels, listen to feedback and continually improve.

2. Agile Working

Agile working is a tool for removing barriers so employees can work smarter and more efficiently. Characteristics of agile working include flexibility, autonomy, and a focus on activity and outcomes rather than the place of work.

We believe that work is something we do, not a place where we go. Our aim is to be an agile organisation and we want our staff to have a 'thinking agile' mindset.

Statement of Aspiration

By 2031 British Taekwondo has introduced, implemented and embedded agile working. This provides choice in the way our clubs and members access our services.

Our staff are able to do their work in a way that helps them to live their lives well and their performance is managed on trust and outcomes, rather than on the amount of time they spend at their desks.

We engage with staff to explore how our facilities and workspaces are used to support collaboration and team working.

Staff are equipped with the skills they need to be effective wherever they work.

How will we do this?

- We will develop an agile and hybrid working framework to respond to a post- coronavirus workplace.
- We will develop an agile working policy, incorporating flexibility and autonomy.
- We will undertake a review of our office facilities and provide clear guidelines to staff about what they will be used for in the future.
- We will explore new and emerging technology to enable staff to work effectively.
- We will encourage all staff to think with an 'agile' mindset.
- We will create space for collaboration and innovation.
- We will provide more opportunities for staff to improve their digital skill set.
- We will monitor the health and wellbeing of staff when promoting agile and hybrid working.

3. Staff and Volunteer Engagement

We want all staff and volunteers to be valued, listened to, involved, informed and have different opportunities and ways to feed back.

Statement of Aspiration

British Taekwondo uses quarterly pulse surveys to gather staff and volunteer feedback about what it is like to work and volunteer at British Taekwondo. We listen and respond to feedback. Year on year we show improved organisational culture indicators and our people confirm they are proud to work and volunteer for us.

The quarterly staff and volunteer forum is well attended and is used to consult across the organisation to improve the way we do things.

Staff and volunteers have a range of opportunities and methods to have their say, put forward ideas and make things happen.

We benchmark our people practices against an appropriate Kitemark which is regularly monitored.

How will we do this?

- We will introduce quarterly pulse surveys to track levels of engagement, listen and respond to feedback from staff and volunteers.
- We will develop a quarterly staff and volunteer forum, to support internal communications and engagement.
- We will select and begin to work with a quality standard with which to benchmark our staff and volunteer practices.
- We will introduce and encourage staff and volunteer engagement initiatives to celebrate success.

4. Health and Wellbeing

The impact of the pandemic on both physical and mental health will continue to be felt for some time to come and we have a significant role to play by being a flexible and supportive employer, encouraging a healthy work life balance for all.

Integral to our Strategy for Growth is achieving standards of best practice in health and wellbeing.

Statement of Aspiration

British Taekwondo adheres to the standards of the Mental Health at Work Commitment:

- Prioritising mental health in the workplace
- Proactively ensuring positive work design and culture
- Promote an open culture around mental health
- Increased organisational confidence and capability
- Provide mental health tools and support
- Increased transparency and accountability through internal and external reporting

This has created an environment where staff and volunteers feel able to talk about both their mental and physical health.

Staff and volunteers are encouraged and supported to take ownership for their own health and wellbeing and are able to make informed choices which help them to stay healthy and well. We support staff and volunteers to develop greater personal resilience to cope with and adapt to change.

How will we do this?

- We will promote links to a health and wellbeing hub to provide resources for all staff and volunteers to access education and information to support their general health and wellbeing.
- We will get involved with and celebrate national campaigns to raise awareness of and support the benefits of physical and mental health and wellbeing.
- As part of our mandatory training for all staff and volunteers, we will encourage regular wellbeing check-ins to support good mental health.
- We will have a trained mental health first aider within our staff team who will be able to spot the signs of a range of mental health issues and offer guidance and support.
- We will implement the six standards of the Mental Health at Work Commitment to achieve better mental health outcomes for staff and volunteers.

5. Personal Development

We actively support and encourage a culture of continuous improvement and learning – equipping staff and volunteers to take ownership for their personal and professional development - taking opportunities for growth and change from a broad range of interventions.

Statement of Aspiration

Processes for requesting and prioritising learning across the governing body to support the development of staff and volunteers are in place and are closely aligned with our performance review and volunteer review process.

We deliver learning and development interventions that support continuous improvement and enable the successful achievement of our Strategy for Growth. We work closely with external organisations such as Sport England and UK Coaching to strengthen professional development and enhance the experience our clubs and members have.

We recognise that people have different learning styles, and we provide a range of opportunities for staff and volunteers to develop their skills. We optimise digital learning resources and virtual delivery but also include options for face-to-face delivery.

Our induction programme is robust and welcomes people to the governing body, so staff and volunteers develop into their new roles effectively and feel immediately connected with the whole British Taekwondo team.

We recognise coaching and mentoring as highly effective tools to manage our talent and enable people to work at their full potential and senior managers are able to line manage effectively and enable staff to be the best they can be.

Our approach to talent management and succession planning focus' on the retention of staff and volunteer workforce; providing opportunities to learn, grow, share skills and strengths across the whole governing body.

How will we do this?

- We will introduce a talent management process for requesting and prioritising personal development.
- We will develop annual personal development plans for staff and volunteers across the whole governing body to build skills and prioritise our investment.
- We will maximise the use of eLearning.
- We will annually review and revise our induction process.
- We will support senior managers to develop their coaching and mentoring skills for the purpose of line management of staff

6. Leadership

We recognise the importance of leadership in improving our performance as an organisation. Our managers are key to this and play a vital role in relentlessly driving the organisation forward; being visible and approachable and committed to achieving our Strategy for Growth.

Statement of Aspiration

Staff and volunteers at British Taekwondo live our core values; are highly motivated and skilled, and are role models for new people joining the governing body.

Our management structure provides clear lines of communication across 1-2-1's, wellbeing check-ins, team meetings and performance reviews.

Our managers are equipped to provide agile and situationally responsive leadership, providing challenge and support as needed to deliver high performance.

We adopt a coaching and mentoring approach to line management, supporting performance and encouraging continued personal learning and skills development.

How will we do this?

- We will provide training and resources for managers across the governing body to support them in motivating and leading teams effectively.
- We will develop a range of resources for managers to ensure they have the right tools to help them to perform effectively in their roles.
- We will review and develop our appraisal system to incorporate a coaching and mentoring framework to support performance, encourage personal learning and skills development.

7. Equality, Diversity and Inclusion (EDI)

Ensuring fair treatment and opportunity for all, British Taekwondo aims to eradicate prejudice and discrimination on the basis of an individual or group of individual's protected characteristics.

Statement of Aspiration

British Taekwondo provides a working environment that is inclusive by design, through looking at processes and ways of working and removing as many barriers as possible. This provides a better working environment for everyone and allows us to attract, onboard and develop the very best talent for our team.

Using data from systems we regularly monitor our EDI performance; including measuring how our workforce (staff and volunteer) and Board reflect the clubs and members we serve.

Our recruitment practices ensure we are reaching out to and attracting a diverse range of candidates.

Our employment and volunteer policies are fair, compliant with legislation and are reflective of good practice.

EDI learning is included within our induction and programmes to build the awareness, skills and knowledge of our existing team are available.

How will we do this?

- We will review and revise all our employment and volunteer policies and undertake equality impact assessments to ensure they meet with legal requirements.
- We will annually review and publish our EDI performance data.
- We will use and improve our data collection to better inform our decision making on workforce planning; looking to attract from different talent pools including from under-represented groups.
- We will provide learning interventions for all staff and volunteers to improve awareness and understanding of EDI and unconscious bias.