



DIVERSITY ACTION PLAN

2017 – 2022

GB Taekwondo

December 2017

ABOUT US

Based in Manchester, GB Taekwondo is a company limited by guarantee that was set up to receive and administer funding in order to run Great Britain's elite taekwondo teams. In addition, GB Taekwondo is responsible for hosting major events, delivering an international relations strategy and developing the talent pathway.

More recently GBTKD also administers a small Paralympic taekwondo and Olympic karate World Class Programme (WCP).

OUR MISSION

To provide talented athletes with factual and logical support so that they can realise their full performance potential during Olympic, Paralympic, World and European Championships.

OUR VISION

To be the world leading team at Olympic, Paralympic and Major Championships, underpinned by a fully integrated performance system that identifies and develops a continuous pipeline of Gold standard athletes.

OUR VALUES

GBTKD's values are **Commitment, Ownership, Responsibility** and **Excellence**.

GB Taekwondo aims to prioritise an athlete centred approach to the delivery of the WCP which provides bespoke training and competition programme for athletes complete with a dedicated support network of coach and SSSM service provision. We believe this is fundamental to the achievement of our WCP objectives.

Recently, in December 2015, the opportunity to pause and redefine our culture and behaviours as we established the WCP in the new National Taekwondo Centre in Manchester has led to internal consultation with athletes, coaches, support team, operations team and leadership to develop the concept of 'Brilliant Basics'.

'Brilliant Basics' is simply defined as prioritising the basic principles of elite athlete development via an elite coaching and multi-disciplined performance team. It is to ensure that athletes and staff concentrate on mastering the tactical, technical, mental, and physical basics before chasing expensive marginal gains.

Message from Our Chair

I am delighted to Chair an organisation with a genuine commitment to diversity at all levels. Our mission and vision clearly demonstrates our desire to help athletes and staff to develop and achieve their potential whilst operating within a team environment.

The diversity of our athlete cohort needs to be reflected throughout our leadership structures if we are to remain relevant and create the world leading Olympic and Paralympic environments our athletes deserve.

I personally commit to monitoring this at Board level and below and I am encouraged that we already exceed the 30% minimum gender

representation requirement at both Board and Senior Management level.

We strive to ensure that elite Taekwondo and its' administration is considered a truly meritocratic endeavour. As the first female Chair of this organisation I take that responsibility very seriously and will challenge my Board and staff to keep diversity at the forefront of what we do.

A handwritten signature in black ink, appearing to read 'J. Newton', with a long, sweeping horizontal line extending to the right.

Julia Newton

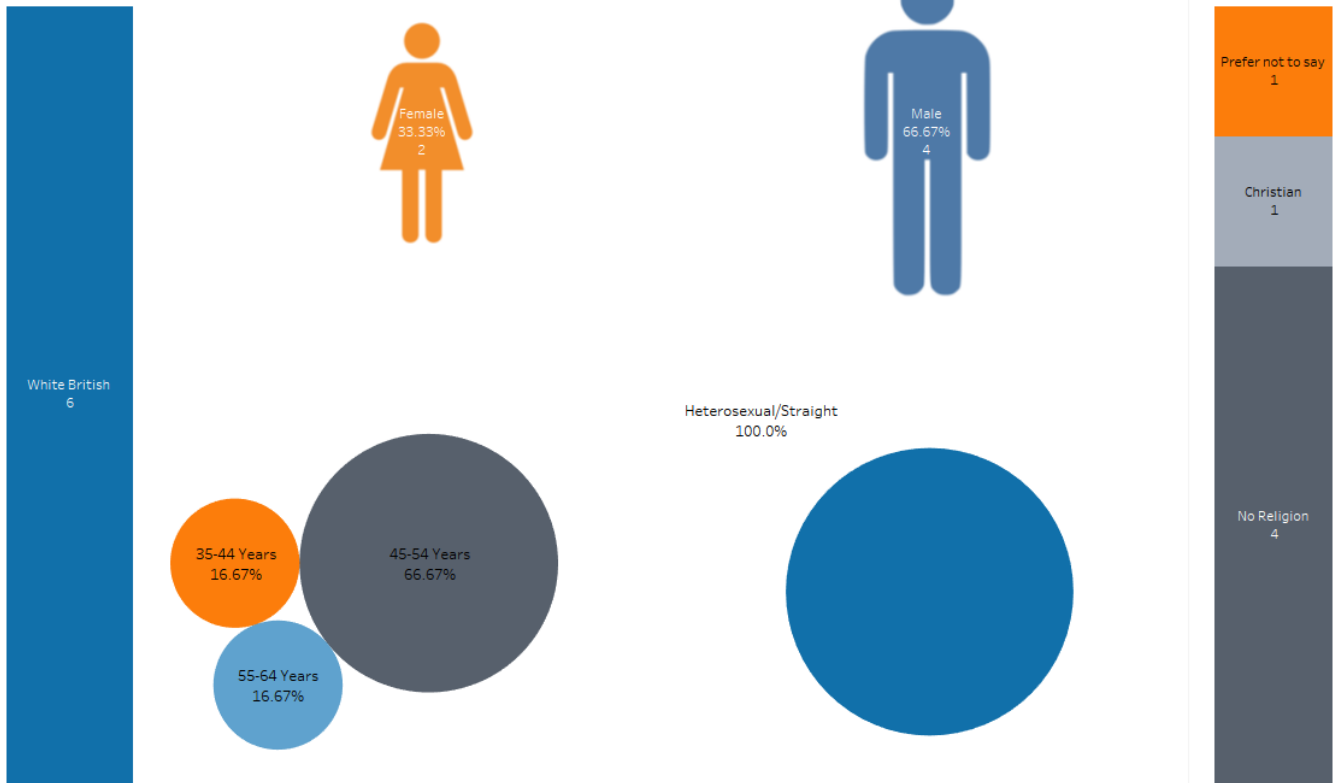
GBTKD Chair

Below are the results of the Board and Employee Diversity Surveys 2018. There was a 100% return rate.



GB Taekwondo Demographic 2018

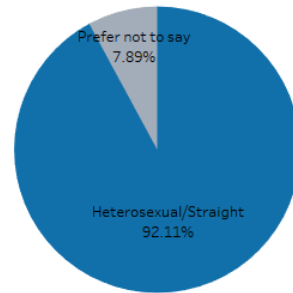
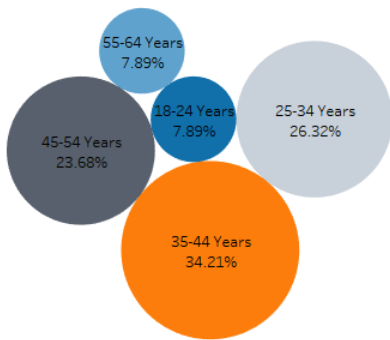
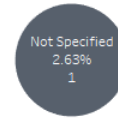
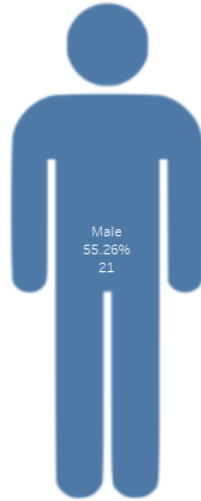
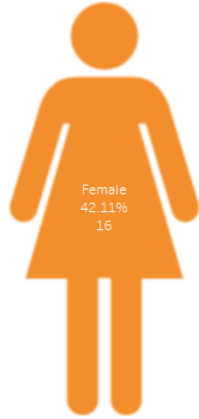
Role





GB Taekwondo Demographic 2018

Role



Recruitment		Code for Sports Governance				
How the organisation will attract an increasingly diverse range of candidates	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally/(including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Objective: Ensure the inclusion of good diversity practice into our recruitment activities and decision-making processes. Promote our commitment to diversity and inclusion on the GB taekwondo website.	√			√	√	√
Priorities	Actions			Person(s) Responsible		Completion Date
Short Term: Create Board approved recruitment policies for nominated and independent non-executive Directors. Implement and communicate externally and internally. (Req 2.1). All Job descriptions have statement to emphasize our commitment to diversity and inclusion.	Terms of Reference established and approved by Board for formation of a Nominations Committee. Review of all Job Descriptions by Nominations Committee.			Chair and Board collectively. Chair/Board/Nominations Committee/HR Manager		Completed September 2017. Completed October 2017/ongoing review.

<p>Medium Term:</p> <p>Use equality and diversity data to inform Board prior to Recruitment. (Req 2.2)</p> <p>Recruit and retain excellent and diverse Board members.</p>	<p>Prepare yearly data on equality and diversity information within the organisation. Which will include targets to be met.</p>	<p>HR Manager</p>	<p>Data to be provided by January 2018. Data to be published on GB Taekwondo website.</p>
<p>Long Term:</p> <p>Embed good diversity and inclusion practise into our recruitment activities and decision-making process.</p>	<p>Implement diversity and inclusion practise into our normal Way of Working (WOW). Diversity monitoring form to be sent yearly to employees to monitor improvements in Diversity targets.</p>	<p>Board, SMT, Line Managers</p>	<p>Ongoing with yearly review at December Board (December 2018).</p>

<h2>Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
<p>Objective:</p> <p>Communicate principles of Diversity through Team meetings, website and through our Way of Working.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1</p>	<p>The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2</p>
Priorities	Actions		Person(s) Responsible		Completion Date	
<p>Short Term:</p> <p>Place Diversity Plan on company website, ensure all employees/stakeholders know principles of the Diversity Plan. (Req 2.1)</p>	<p>Once Board approval of plan is obtained, Communicate to employees via team meeting.</p>		<p>Board, HR Manager (communication), Communications Officer (website).</p>		<p>January Team Meeting 2018</p>	
<p>Medium Term:</p> <p>Maintain progress through Equality Standard, GBT at preliminary level.</p>	<p>Ongoing membership of Equality in Sport group, pursue next standard.</p>		<p>Board/Governance Manager</p>		<p>March 2018</p>	

<p>Increase leadership and support for the advancement of Diversity initiatives and priorities at GBT.</p>	<p>Ensure there is an agenda item at each team meeting (Quarterly timescale) to discuss initiatives.</p>	<p>HR Manager</p>	<p>Commence January 2018 team meeting/ Ongoing.</p>
<p>Long Term:</p> <p>Ensure principle of "Strength Lies in Differences and not Similarities" embedded in the culture of GBT.</p>	<p>Communicate in a planned and informative manner from the top down within the organisation. Support the Diversity plan in normal "Way of working".</p> <p>Have this reflected in our wider communications via our social media channels (Twitter, Facebook, Instagram etc).</p>	<p>Board, SMT, Comms Manager</p>	<p>March 2021</p>

Progressing talent from Within		Code for Sports Governance				
<p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1</p>	<p>The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified</p>
<p>Objective:</p> <p>Create, promote and foster an environment that values development, diversity and growth opportunities for all employees, providing ongoing leadership and support to GBT's succession plan. (including athletes).</p>	<p>√</p>					
Priorities	Actions		Person(s) Responsible		Completion Date	
<p>Short Term:</p> <p>Investigate potential areas whereupon a succession plan can be implemented.</p> <p>Implement agreed succession plan, once agreed at Board level.</p>	<p>Meeting to be arranged between Chief Executive Officer (CEO), Performance Director (PD) and HR to identify potential areas within the structure. Any plans to be approved by Board.</p>		<p>CEO, PD, HR</p>		<p>Meeting TBA for Jan 2018</p> <p>Mar 2018</p>	

	HR to formulate succession plan once structure known, waiting for return of staff from maternity leave.	Board, CEO, PD, HR	
Medium Term: Use new committees: Remuneration, Nominations and Audit to identify potential candidates for the Board.	Advertise positions through social media, BAME organisations and use Women in Sport and Women on Boards UK to proactively seek applicants for us.	Board/ HR Manager	Promote during first quarter of 2018.
Long Term: Succession plan to become a fundamental part of the GBT strategy in the next Olympic cycle.	Ensure tools and techniques are in place to ensure succession plan is workable and influences the strategic direction of GBT. This includes CPD, Appraisals, Mentoring, Job shadowing, skills analysis, etc.	HR	Mar 2021

Key Questions

How does this feed into our broader governance plan?

The Diversity Action Plan is well aligned to our Tokyo strategy. Specifically:

Strategy 15: Ensure GB Taekwondo continues to operate as a successful, self-governed organisation through effective corporate governance, strong financial management, professional leadership and operational effectiveness, whilst strengthening GB Taekwondo's working relationship and influence with key stakeholders.

Strategy 16: Foster a strong performance management focus by implementing a Senior Management Team that is accountable for measurement and progression within strategic objectives progression, increased accountability and culture of continuous improvement.

Who are the key people responsible for the delivery of this plan?

Chief Executive, Performance Director, HR Manager and the Board lead on this area but it remains the responsibility for all staff and athletes at GBTKD.

How will we measure overall success?

Via annual review of diversity data and qualitative feedback contained within the 'Culture Health Check' and/or 'Athlete and Staff Insights' both independently commissioned anonymised surveys. This review to be discussed at the December Board meetings from 2018 onwards.

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

Via the actions and checklists on pages 7-12 of this document.