



OUR 2021– 2031 STRATEGY FOR GROWTH



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# Foreword



British Taekwondo has been navigating a period of change in extraordinary times over the past two years. Since 2019 the organisation has welcomed a new Board and Executive Team and every one of our members has seen their lives change in some way as a result of the Covid-19 pandemic.

Whilst ensuring that our valued clubs and members have been able to remain active over this time, we have also taken the opportunity to give much consideration to the future direction of the organisation, culminating in the publication you find yourself reading today.

This strategy is the result of considerable research, consultation and reflection of best practice both within and outside of Taekwondo

and we extend our thanks to everyone that volunteered their time to support us in its development.

The purpose of this strategy is to set out a clear vision, mission and objectives that will directly inform the future of Taekwondo and that we will focus on to achieve our shared ambitions for this diverse sport and Martial Art.

On behalf of the Board, I hope that you, our members, clubs and stakeholders, will support us to bring the taekwondo community together as we move towards our shared vision.

**Eamonn O'Rourke**  
Chair of the Board  
British Taekwondo





## OUR VISION

# A world-leading National Governing Body for an accessible and united Taekwondo.

### A world-leading National Governing Body

As the only organisation in the UK that is recognised by World Taekwondo, and the Olympic and Paralympic movement, as the National Governing Body for our sport and Martial Art, we will strive to be leaders on the global stage.

### Accessible

Taekwondo is practised by people of all ages, abilities, and backgrounds. We will reach out to even more new audiences by offering diverse participation opportunities which are enjoyable and inclusive.

### United

We appreciate that our sport and Martial Art is practised as different disciplines and in different settings. We will consistently strive to unite all those participating in Taekwondo, encouraging collaboration across the entire community.





## OUR MISSION

To bring together and grow the Taekwondo community, providing effective support to our clubs and coaches to deliver inclusive engagement opportunities and enable our members to reach their full potential.

### Taekwondo community

Our mission stems from our six clear objectives which aim to bring together and grow the Taekwondo community for the benefit of all clubs, coaches, existing and future members from all walks of life.

### Effective support

Underpinning this mission is the infrastructure that makes our sport and Martial Art function. We whole-heartedly appreciate that it is the clubs, coaches and officials that provide the gateways to participation in Taekwondo. Providing clubs with effective ongoing support is a fundamental principle of this strategy.

### Engagement opportunities

We will provide inclusive engagement opportunities by promoting our wide range of clubs, products, services and events, tackling inequality by ensuring that we offer something for everyone.

### Potential

We will consistently enable our members to reach their full potential, whether that be as simple as leading a happier, healthier and more fulfilled life through regular attendance at community sessions or striving for success in accessible competitive environments.





OUR OBJECTIVES

We have identified six strategic objectives, each of which will move us closer to delivering against our mission and vision.

No single objective is more important than another, and in many ways, they are all inter-linked. Read on to learn a little more about each objective and how we plan to achieve our ambitions.

Develop and support our clubs and coaches

Provide development pathways for our members

Retain and increase participation

Operate to the highest standard of governance

Innovate and grow our organisation

Support success on the world stage





OUR OBJECTIVE

# Develop and support our clubs and coaches

OUR AMBITIONS:

**1** To ensure our clubs and coaches feel valued and respected, creating true ambassadors for our organisation who will go on to inspire the next generation of volunteers to take Taekwondo forward.

To achieve this we will:

- Put in place on-going club and coach recognition programmes and deliver exceptional end-of-year celebrations, rewarding longevity of service, growth, and competence.
- Conduct regular membership surveys, ensuring that initiatives are warmly received and relevant, and if they are not, use data, insight and learning to review and revise.

**2** To provide opportunities to all clubs and coaches to access education and support of the highest quality.

To achieve this we will:

- Develop and deliver gold standard Club Coach, Tutor and Examiner Education Programmes, increasing the number and quality nationwide across all disciplines.

**3** Ensure the sustainable growth of our essential club infrastructure which serves our core market of regular practitioners.

To achieve this we will:

- Research, develop and deliver club support tools and services, including a Club Development Portal, helping to create and protect the places which enable people to be active through Taekwondo.





## OUR OBJECTIVE

# Provide development pathways for our members

## OUR AMBITIONS:

- 1 To support the development of our participants by providing clear pathway programmes which guide an individual's development at every step of their Taekwondo journey.**

To achieve this we will:

- Establish national pathway models which all clubs and coaches will be encouraged to adopt to support the progression of athletes from Beginner to Elite level across all disciplines.
- Ensure that retiring participants are encouraged to remain within the Taekwondo family as officials, club coaches, volunteers, or event organisers.

- 2 To support the development of our officials by providing clear pathways for progression.**

To achieve this we will:

- Develop and deliver gold standard Officials Education Programmes, increasing the number of qualified and active officials at all levels across the UK.

- 3 To devise and support the delivery of a comprehensive, diverse, and wide-reaching calendar of high-quality domestic competitions and events, to provide the platforms for growth and success for participants at every level.**

To achieve this we will:

- Develop innovative entry level events which are accessible, safe, and fun!
- Develop local and regional competition and events structures for each discipline, encouraging a level playing field and providing event organisers with tool kits and resources to make staging events safe, simple and cost effective.
- Ensure that the format for the British Championships results in well-attended, high profile events which support talent identification and inspire participation.



OUR OBJECTIVE

# Retain and increase participation

OUR AMBITIONS:

**1 To deliver outstanding levels of customer service.**

To achieve this we will:

- Engage regularly with our clubs and members, ensuring continued improvement in customer satisfaction, support, and incentives.

**2 To support our coaches to provide high quality, accessible and diverse experiences which connect activity, health and mental wellbeing.**

To achieve this we will:

- Ensure that we consistently listen to and serve the needs of our diverse membership.
- Develop and launch tailored 'off-the-shelf' products for different audiences, for example, under-7s, general fitness, female-specific, older, and disabled participant-focused programmes, so more people can feel the benefits of an active life.

**3 To retain and increase the number of people participating in Taekwondo in club, education, and community settings.**

To achieve this we will:

- Develop and support coaches to deliver comprehensive community-based and disability engagement programmes.
- Develop a pathway programme for schools as part of a range of activities providing positive experiences for children and young people.
- Devise and deliver an engagement plan for university clubs, building relationships with BUCS and the British Students Taekwondo Federation.

**4 To increase our membership to 50,000 by 2031, reinvesting revenues to benefit all clubs and members.**

To achieve this we will:

- Develop and launch a tiered membership structure providing different membership packages tailored to different audiences.
- Put in place fantastic member and club affiliation benefits, ensuring that these are well communicated.





OUR OBJECTIVE



# Operate to the highest standard of governance

OUR AMBITIONS:

**1 To develop and maintain best practice and transparent governance, with clear financial and operational policies and procedures.**

To achieve this we will:

- Provide effective leadership and operate with complete transparency, accountability and integrity.
- Set up and maintain best practice policies and procedures across all areas including Equality and Diversity, Data Protection and Health & Safety.

**2 Transform the delivery of our services, protecting the welfare of all those involved in Taekwondo, reflecting our core values throughout everything that we do.**

To achieve this we will:

- Appoint a suitably trained team of Club Welfare Officers, ensuring that standard operating procedures are followed to safeguard all participants and coaches.
- Ensure that any safeguarding or child protection cases are dealt with effectively and within an agreed timeframe.

**3 To be an organisation that people want to work for and with.**

To achieve this we will:

- Cultivate a positive working environment across all Taekwondo settings, which provide opportunities for development, progression, and new experiences.

**4 To develop and maintain strong and transparent relationships with our stakeholders, supporting each other to reach our organisational objectives.**

To achieve this we will:

- Form direct relationships, where appropriate, with national and local grass root and community organisations.
- Continue to deepen our close relationship with GB Taekwondo, the city of Manchester, and other key partners.



## OUR OBJECTIVE

# Innovate and grow our organisation

## OUR AMBITIONS:

- 1 To be the 'go-to' organisation for Taekwondo, increasing the visibility of our clubs, products, services and events through innovative digital engagement strategies.**
- 2 To take Taekwondo to the mass market, ensuring that we remain relevant and aspirational.**
- 3 To generate increased revenues, growing our organisation sustainably, and enabling re-investment into Taekwondo for the benefit of our clubs, coaches, and members.**

To achieve this we will:

- Invest in technology to develop systems which help us to operate more effectively.
- Develop and implement a marketing and communications strategy which secures positive engagement with new and existing audiences.
- Host domestic and international major events in all disciplines, using these events as the shop window to our sport and Martial Art.

To achieve this we will:

- Secure long-term commercial partners, generating direct revenue and providing products and services which benefit and support our clubs and members.
- Generate member-based revenue through diversifying our offer; merchandise, tiered membership packages, club promotion products, teaching aids and hosting events.
- Secure significant investment from the relevant public sector funding bodies by performing well against our common strategic ambitions.

To achieve this we will:

- Develop strategies and incentives to improve the geographical reach of our club network, helping to connect communities through sport and physical activity.
- Provide support to every club to increase their visibility.
- Capture data through various forms of research, ensuring that organisational decisions are evidence and feedback-based.





## OUR OBJECTIVE

# Support success on the world stage

## OUR AMBITIONS:

- 1 To support the delivery of podium results on the world stage through effective performance pathway strategies which identify and develop athlete potential in all disciplines.**

To achieve this we will:

- Establish optimal talent identification and selection policies.
- Support selected athletes to travel to international events.
- Upskill talented and motivated club coaches across all disciplines to performance level methodology.

- 2 Collaborate with GB Taekwondo, supporting their ambition for even greater Olympic and Paralympic success.**

To achieve this we will:

- Deepen collaboration with GB Taekwondo to ensure that our talented coaches have access to and engage in Elite Coach Education programmes for Sport and Para-Sport and align to GB Taekwondo's practices.
- Deliver against an international events strategy which maximises performance impacts and creates a diverse talent pool for the future.

- 3 To be an outstanding Member National Association for World Taekwondo, hosting major international events, developing international standard coaches and officials, proactively championing the progression of Taekwondo internationally.**

To achieve this we will:

- Support talented British Taekwondo coaches, Martial Art instructors, referees, officials, and classifiers to secure World Taekwondo and Kukkiwon international qualifications, by defining clear pathways and selection processes.
- Provide those selected individuals with logistical and financial support to attend international events where possible.
- Secure positions of leadership at World Taekwondo and World Taekwondo Europe Council and Committee level and build stronger relationships with Kukkiwon.



OUR CORE VALUES

In pursuit of achieving our vision, we will keep our core values at the heart of everything we do.

These values define us and are what we believe in. They guide our thinking and decision making, we hope that our clubs and members will champion these values too.

EXCELLENCE

We will empower our clubs and coaches, working together to deliver excellence across everything that we do.

INTEGRITY

We will be transparent and inclusive, behaving ethically, nurturing trust, and reinforcing the tenets of Taekwondo.

UNITY

We will be member-focused, encouraging collaboration and inclusivity across the entire Taekwondo community.

INSPIRATION

We will offer innovative products and services, inspiring our members to be the best that they can be.





# Moving towards our vision



Our focus over the next ten years will be on delivering against the ambitions of this strategy.

## Implementation

Behind each of the six objectives sits a set of clearly defined initiatives and projects.

We will evolve our Executive Team and Volunteer structure to deliver these initiatives and projects.

## Reporting

We will report our progress to our members and partners on an annual basis.

We will be completely transparent, and where things are not quite going to plan, we will explore why and put in place solutions to get back on track.

We will share the outcomes of research, good practice and case studies.

## Outcomes

We trust that as the months and years go by, you will feel the difference that this strategy is making at a local, regional, and national level.

## Stronger together

We hope that the information provided here will help you to realise the importance of the role that you play in supporting the delivery of this strategy, whether you are a participant, referee, club coach, volunteer, parent or fan!

To learn more about our work and how we are delivering against this strategy, please visit [www.britishtaekwondo.org.uk](http://www.britishtaekwondo.org.uk)

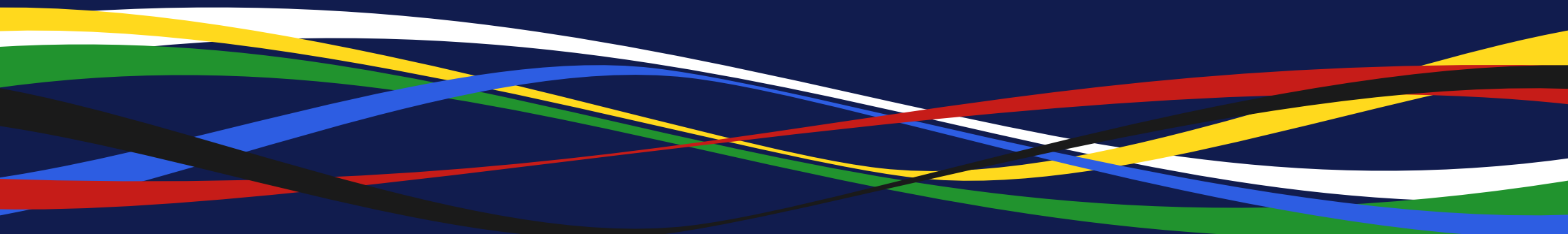
**We look forward to the challenges ahead and to celebrating our successes together.**

Photography courtesy of:

The members of British Taekwondo, Ian Gray Promotional Filming and Photography, George Barrett Taekwondo Photography & Ian Thompson 3SIXTY5 Photography







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