



Poomsae Referee Department Strategy Green Paper

Strategy Green Paper

1. Objective

To outline the key elements of the 2021-2024 strategy for the development of poomsae referees and poomsae refereeing in the UK. This is presented as a green paper / discussion document for comment and refinement.

2. Introduction

This paper is intended to provide an outline of key focus areas for the strategic development of the British Taekwondo Referee community. It is not a strategy document, but a discussion paper that with further input from referees, competition hosts, clubs and the British Taekwondo leadership will be used to inform the development of a strategy for the period 2021 to 2024.

It is intended that by defining this strategy, the British Taekwondo Poomsae Referee Department will be able to successfully deliver on our vision of 'making the UK a great place to be a Poomsae Referee' and to develop a world-class community of referees.

To deliver on this will require:

- A clear and transparent development pathway.
- Engaging courses and seminars for all classes of referees.
- Consistent and fair expectations from competition organisers.
- Development of a pool of high quality and enthusiastic referees to support events across the UK and beyond.
- A focus on leadership development to support the continuous improvement of technical skills and governance.
- Supporting the progression to IR, including addressing current limited gender diversity.
- Making the department's activities sustainable and self-financing.

Through the successful delivery of this strategy, British Taekwondo will become a centre of excellence for poomsae refereeing. This will allow us to sustain this development in 2025 and beyond. Importantly it will also support the further expansion of poomsae competition in the UK to the benefit of clubs, competitors, and the growth objectives in the British Taekwondo Strategy. Best practices learnt from this development would be shared both within British Taekwondo and the wider Taekwondo community.

The approach for refinement will be:

15 th January	Initial draft available for internal department review.
16 th March	Updated draft available for discussions across referees, competition hosts and other Volunteer Departments.
29 th March	Review meeting with British Taekwondo CEO
8 th April	Updated draft to be reviewed by British Taekwondo Board.
1 st September	Updated draft of strategy available for review.
30 th November	Strategy available for discussion at AGM Workshops.
31 st December	Approved finalised strategy.

The strategy will be reviewed on an annual basis with initial updates available for the AGM and approval ready for implementation the following March.

3. Starting Point

Over the five years from 2015-2019, the UK saw an expansion in the number of regular domestic tournaments

with the addition of events hosted by TCGB, KTA, Bluewave and others expanding on the UTA events and the National Championships. These events were also developing both their participations level and their quality of delivery.

This would have provided a robust context for a strategy to build an exceptional referee structure and community. However, in early 2020 we saw the emergence of the COVID-19 pandemic. The final face-to-face domestic tournament was the 4th Mayors Cup on the 4th March 2020, and the eight remaining events already planned for the year were subsequently cancelled.

The referee community has therefore had little opportunity to remain tournament active over the last 12 months, apart from a few senior referees who have participated in officiating at the online tournaments. Despite this the department has succeeded in engaging the community in development activities and discussion through a webinar, regular emails, and social media posts as well as a range of online courses.

However, even with the engagement achieved, we are looking to define a strategy at potentially the weakest point for at least 10 years. In this document we have outlined what we would look to achieve by 2024 and some of the key activities to get us there. However, using the Irish folk saying this is a case of “To go there, I won’t start from here.”.

Bearing this context in mind our SWOT analysis is outline below.

<p>STRENGTHS</p> <p>Strong group of IRs – well connected internationally.</p> <p>Engaged community.</p> <p>Established domestic competition circuit.</p> <p>Functioning support now in place from British Taekwondo.</p> <p>Strong base of records to allow for monitoring of activity and progression.</p>	<p>WEAKNESSES</p> <p>Limited competition opportunities (7-8 per year, 2017-20), especially affects Class 3 Referees.</p> <p>IR group not sufficiently diverse, and limited success in progressing Class 1 referees to IR.</p> <p>Previously pathway was not transparent.</p> <p>Referees will lack “match fitness” after long period of inactivity.</p> <p>Referees may be anxious about travel, sharing rooms, etc in recovery period.</p> <p>Uneven geographic spread of referees especially amongst IRs and Class 1 referees.</p>
<p>OPPORTUNITIES</p> <p>Online professional development in place and actively being utilised by community.</p> <p>IRs and limited number of national referees active in online tournaments.</p> <p>Growing competitor base to provide pool for future officials.</p> <p>Hosts of existing competition likely to resume once restrictions ease.</p>	<p>THREATS</p> <p>Some referees will not return to activity after COVID-19.</p> <p>Financial challenges may restrict re-establishment of competitions.</p> <p>Lack of progression to IR could cause attrition in Class 1 community.</p> <p>Difficult to establish self-sustaining financial base – opportunities not as strong as for performance departments.</p>

One element not covered in this discussion paper is the transition from the current mode to a normality. This will need development as it is highly likely that we will see some losses from the active community, anxiety to travel or stay overnight and initially limited participation opportunities. A “Return to Officiating” plan will be developed by the department in parallel to the strategy development anticipating a return to competition

perhaps in 3Q21.

4. Key Focus Areas

In the following sections, we will highlight the focus areas for strategy development. We will be adopting a methodology of running four major focus areas for prioritisation and four areas for longer term initial development. This 4+4 approach will be maintained during the 2021-24, however the areas will be adjusted on an annual basis.

The initial 4+4 have been identified based on the context discussed above, namely the need to sustain and develop the community at a time when competition is suspended. So, these will be:

- Focus
 - Establishing the Poomsae Referee Department.
 - Communications.
 - Record Keeping.
 - Education and Training.
- Development
 - Progression Management.
 - Referee Deployment.
 - Rewards and Consistency.
 - Finance.

The key outcomes over the next twelve months will be:

- Delivery progression courses.
- Recruitment and training of course tutors.
- Co-opt into the department to complement existing skills.
- Starting to build a financial base.
- Development of 2021-24 strategy with Key Performance Indicators (KPIs).
- Establishment of a strong base for the return to competition.

and then longer term:

- More courses and continued professional development.
- Recruit an Operations Manager.
- Extend and deepen the already strong international links to WT, WTE and European MNAs.
- Develop regional structure for both training and referee deployment.
- Make the department self-sustaining, including recruiting 1-2 commercial sponsors.

Each area will now be outlined in more detail.

Establishing the Poomsae Referee Department

The development of the department started following completion of the initial appointments in September 2021. This staffed 4 of the 5 roles, with the key Operations Manager role remaining unfilled. As we have failed to attract suitable candidates to this role, we have made the decision to co-opt into the department and will then re-consider once the current situation has stabilised.

The department was also established in a unique period with the suspension of physical competition and many of our referee community not able to participate even in regular training. This did, however, allow the department the time to address some immediate focus areas which are discussed below.

The department has established a regular framework for communications consisting of a WhatsApp channel that is used for daily discussions and a month Zoom meeting for deeper discussion and decision making. All collaborations are being handled using the British Taekwondo SharePoint.

The department is functioning, but it will be important to fill the Operations Manager role as soon after the resumption of competition as possible.

With the department in place, the focus in this area will be on sustainability. The initial appointments to the department are for three years, and therefore within two years a pipeline will be established of referees working alongside the formal role holders and who can form the core of a succession plan.

Communications

Establishing effective communication across the referee community has been an essential element of the initial work of the department. This has been delivered through a multi-channel strategy consisting of:

- Outlook groups for each class of referees. This ensures that the distribution lists are maintained securely but also allows for referees to unsubscribe as required by GDPR.
- Social media with active use of Facebook and Instagram.
- Direct community engagement through courses, training, and webinars.

The objective of this initial phase was to ensure a regular cadence of updates to referees during the pandemic so that the community remained active.

Moving forward this approach to communications will continue to be deployed for the existing referee community. However, it will need to be extended to ensure outreach to other stakeholders. The following are areas to be further explored:

- 'Open Door' webinars to communicate department plans.
- Discussion forum with competition hosts.
- Joint meetings with other departments, particularly Poomsae Performance and Sport Referee Departments.
- Continuing with workshops at the British Taekwondo AGM.

The objective of this will be to ensure that there are communications with British Taekwondo clubs and members to ensure that there is a healthy pipeline of new referees, and to ensure that competition hosts are working closely with the department on the planning and delivery of events such that athletes and referees have consistent and high-quality experiences.

Record Keeping

One of the key focus areas of the department initially has been on improving the accuracy of the records and ensure appropriate practices are in place to sustain this recording keeping for the future.

A robust and secure approach to record keeping is essential to being able to fairly manage our referee community and to provide a service to competition organisers. Unfortunately, the records that pre-existed the establishment of the department were not well structured and, in many cases, were inaccurate.

The department has therefore put in place a new referee management platform with all data stored on the British Taekwondo SharePoint. The department was successful, after considerable effort, into identifying records for 166 referees and all courses and competitions held domestically since the 1st of January 2017.

This new platform is now in place and deployed for use by the department.

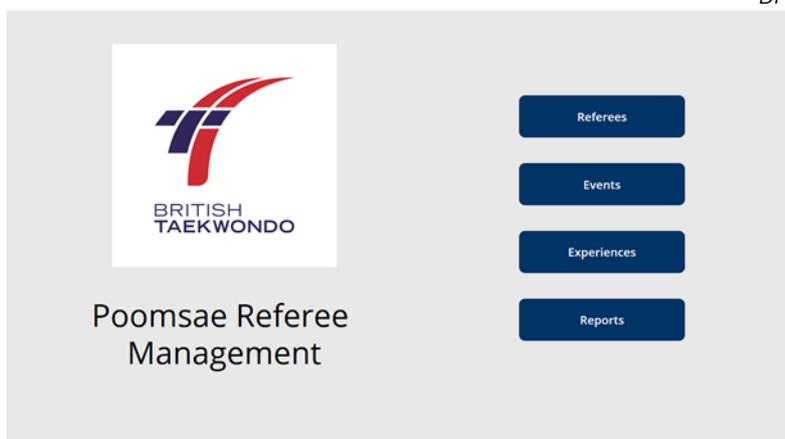


Figure 1: Poomsae referee management platform landing page.



Figure 2: Referee detail page.

All referees were contacted in December 2020 with personal emails to allow them to review the records held and confirm the details. This resulted in a further round of updates. The department is now confident that the records held are as accurate as needed to support its operations.

This was a necessary first step but not sufficient for the longer-term development of poomsae refereeing in the UK.

Moving forward there are at least three areas for further development:

1. Allow referees to view and update their own personal information.
2. Integration with the replacement of The Hub, to avoid duplication of contact information to reduce likelihood of records being out-of-date.
3. Update policies and Chief Referee training to ensure that accurate records are maintained for all future events. This has already been added to the course leading to the Chief Referee Qualification and will be included in the Chief Referee Policy.

Progression Management

The current distribution of referees in British Taekwondo indicates that there are significant issues with progression and diversity. Addressing these will be a key priority for the department.

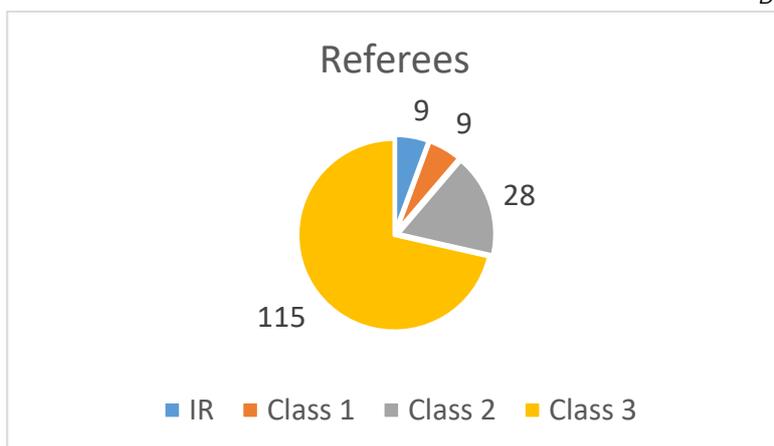


Figure 3: Referee distribution as of the 31/12/2020.

The department will establish a clear and transparent progression pathway. This will be documented in the British Taekwondo Poomsae Referee Regulations which will be made publicly available on the British Taekwondo website. The department has already established a new structure to the pathway which is shown below.

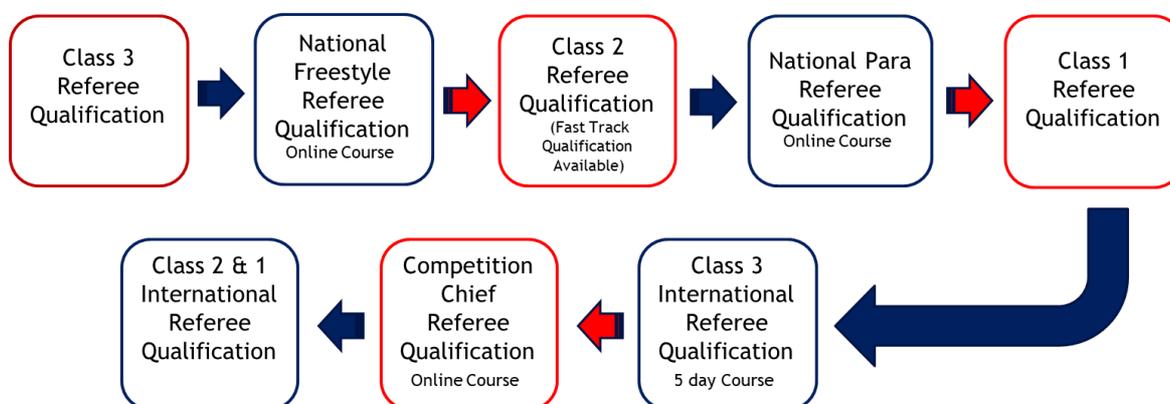


Figure 4: New progression pathway.

The existing referee distribution by class and the 'experience points' have shown up three key areas of concern:

- Most Class 3 referees are not progressing. Few have gained sufficient experience to be ready for progression to Class 2.
- Invitations to referees are skewed towards higher classes. This is understandable but does not build a sustainable base.
- There is a lack of diversity in some classes, but particularly for IRs.

The department will use the new policy and referee management platform to proactively monitor and manage the progression of referees. This will require significant change in several areas:

- Reviewing the experiences of all referees on a regular basis. All active referees have been made aware of their current records and have had a chance to request updates.
- Ensure that invitations to officiate are handled fairly and particularly encourage the progression of Class 3 referees. Class 3 referees should be the default group for K2 and K3 divisions.
- Target support for referees to move through the pathway using the education courses provided by the department.
- Actively support the existing Class 1 referees to prepare for International Referee qualification. This will improve the gender and organisational diversity of the IR community in the UK. Selection for International Referee courses will be based on commitment to actively engaging in supporting both international and domestic events.

There will also be a focus on ensuring that the experience of the UK International Referees is used to support the ongoing development of the National Referee community, though mentoring, course tutoring and

supporting domestic activities.

The department aims to achieve the following distribution at the end of the strategy period.

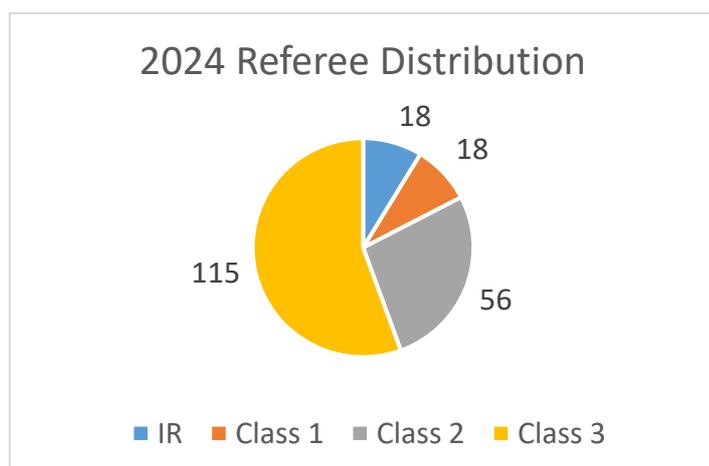


Figure 5: Objective for distribution by class.

Education and Training

Central to the development of the referee community will be an engaging programme of education courses. The department has started this development by rewriting courses for all classes of national referees augmented with video analysis. The department has also developed an assessment approach covering an online theory assessment, scoring assessment and poomsae performance/understanding. These courses will be refined further in 2021.

In addition to the work already underway, the strategic need is:

- Continued development and refinement of courses for all stages of the progression pathway.
- Development of a library of consented videos with detailed analysis to support these training needs.
- Provision of short development course focused on specific aspects of refereeing down to the level of individual poomsae. These could be through tutor-led online training or self-paced modules.

During 2021 it is expected that the delivery will be primarily if not exclusively online. The intent will be to run all courses, except for the Class 1 promotion course, twice during the year.

In subsequent years, the department expects to return to face-to-face delivery for qualifications however retaining online delivery for shorter training courses.

The objective for years 2022 – 2024 will be to progress towards the delivery all courses on a quarterly basis. To support this the department will commence recruitment and training of tutors from within the IR community. This recruitment will start in 2Q21.

It is envisaged that a workforce of 3-4 tutors will be recruited to provide regional coverage. These tutors will have responsibility to deliver all the courses with a consistent approach. The department will put in place tutor training under the guidance of the Referee Director, potentially in collaboration with other departments and with the British Taekwondo coaching course development.

During 2020, the decision was made to delivery all courses free of charge, with no fees paid to the course tutor. This was successful in quickly building engagement but is not a sustainable model. Therefore, from the start of 2021, course tutors are now paid a fee which is documented in the Department's budget. A fee is also paid to provide technical support with video analysis.

The department will also ring-fence a fixed amount from each course to provide for the continued development of video analysis.

Following initial experiences during 2020, the department plan to continue with using EventBrite to support marketing, registration, payment, and communications for events.

Referee Deployment

Closely connected to progression is ensuring that the deployment of referees to events effectively balances providing strong teams for events in a financially sustainable approach and the development of the community.

Event Organising Committees will be responsible for inviting referees for their events working with the department The Referee Director will be responsible for approving the appointment of the qualified Chief Referee for an event. The Chief Referee will then work with the department and the event Organising Committee to identify a team of referees appropriate to the event with a balance of experiences and location. The Referee Management Platform will be used to inform referees of forthcoming events and monitoring of the deployment and utilisation across the community.

An annual audit will be performed to check utilisation and identify areas for development.

It is clear from the analysis of the data that over the period 2017-20 most of the refereeing opportunities focused on a small group of Class 1 and 2 referees. The department will monitor and address this during the first year after the resumption of competition.

During 2022/24, the focus will shift to providing a more regional spread so that most referees are within travelling distance of events reducing the need for overnight accommodation. This will improve competition capacity, reduce time demand on referees and costs for competition hosts.

The Referee Director will also act as point of contact for any overseas requests that are appropriate opportunities for National Referees.

Rewards and Consistency

In discussions with the referee community, there is concern around the consistency of experience at different events.

The department will establish a clear set of minimum expectations, these will be documented in the Sanctioned Poomsae Championships Policy. This will cover referee expenses, meals/refreshments and number of referees required per court.

The Chief Referee at future events will monitor these and provide a report back to the department. These reports will be reviewed at the monthly department meetings, with updates made to the policy as required. A summary will be provided on an annual basis to the BT CEO and Board.

Finance

The strategic objective will be to establish a department that is financially self-sustaining. The income in the department will be come from competition audits, courses for referees and for the wider poomsae community.

There is a risk of overlap in activity between the referee and poomsae performance departments that could detract from the ability to derive income from the wider community. This will need to be resolved by discussion between the departments.

Expenditure from the department will be focused on improving the quality of education material including development of video analysis, payment for course delivery including tutors and facilities and subsidies to British Taekwondo referees attending IRs course and other international events.

Longer term the department will seek to identify a commercial sponsor. However, it is anticipated that this will be challenging in the current climate and may not be possible in the 2021-24 timeframe.

The initial budget outlook is outlined in the Appendix A.

5. Measuring Progress

During the development of this strategy, the department will agree with the British Taekwondo CEO a set of Key Performance Indicators (KPIs). These KPIs will have a mid-term, 18-month, checkpoint as well as an end-of-term objective.

Determining these initial KPIs has been difficult given the damage that has been sustained through the prolonged suspension of training and competition. It is therefore likely that these will need significant revision once the pace of post-COVID recovery is established.

Initial thoughts on KPIs were shared at the British Taekwondo workshop held in conjunction with the 2020 AGM. These are elaborated in a little more detail below.

KPI	Rationale	Mid-term Milestone	2024 Objective
Progression through classes	Currently there is a significant imbalance in the referee community – too many remaining at Class 3. Too few IRs with issues of diversity.	5 additional IRs 50% increase in the number of Class 2 referees.	Double number of IRs, and Class 1 & 2 National Referees.
Increase the number of experience opportunities	Class 3 referees are unable to progress as there are too few opportunities.	All active referees are offered the opportunity to gain 2 experiences (via competition or CPD) per year.	All active referees are offered the opportunity to gain 4 experiences (via competition or CPD) per year.
Increase active referee capacity	Increase opportunities for poomsae competition and refereeing experience.	Ability to run two/three events in different regions in the same month.	Ability to run two events in different regions on the same weekend.
Improved regional spread	Reduce need for referees to travel. Lower costs for competition hosts to encourage expansion of competition activity.	4 court open events can be supported with 50% of referees within on-the-day travelling distance for established events.	4 court open events can be supported with 75% of referees within on-the-day travelling distance.
CPD for all referees	Continuous improvement in the knowledge and skills of the community. Increase the number of invitations for national referees to participate in international events.	2 CPD events (refresher or new qualification) for all classes of national referees per year.	4 CPD events for all classes of referees per year.
Self-financing	Ensure the department is self-sustained financially.	Balanced budget for 2022/3.	Commercial sponsorship agreed to augment budget.
Department sustainability	Build a succession plan to support development beyond 2024 and to address any attrition during the first team.	All department roles filled. Tutor workforce in place.	Succession plan for all department roles.

6. Next Steps

This is an updated draft green paper following a review with referees and competitions hosts. This draft has been prepared for review and approval with the British Taekwondo CEO and Board. The approved paper will be used to guide activity for FY 21/22.

Development of a strategy document to cover the period 22/24 will start in the second quarter of 2021. Completion of this will be dependent on the resumption of normal activity follow the COVID-19 restrictions. At this point it is anticipated that a draft would be available to be shared at the 2021 AGM workshop. This draft would then be the basis for finalising a strategy by the end of March 2022. Subsequently the strategy will proceed with an annual review and update following a cycle of a draft update being available in December and finalised by the following March.

APPENDIX A – BUDGET

1. Expenditure FY 20/21

The department has been in operation since the 1st of September 2020. The total expenditure in third quarter of FY20/21 was £300. This was for the development of the initial content of the video analysis library.

All courses delivered in 2020, see Appendix B, were free of charge to attendees and the Referee Director provided tutoring, also free of charge. The new Poomsae Referee Management Platform was also developed free of charge by the Chair. The automatically scoring theory testing was development free of charge by the Marketing Manager. All course administration has been handled by the department.

During the fourth quarter of FY20/21, several more courses were delivered. These were charged at a regular fee and a tutoring fee paid, as well as support fee for assistance with the delivery of the video analysis during the course.

2. Budget FY 21/22

The table below provides an budget for the FY 21/22.

Poomsae Referees Department											
Budget summary by income											
1/4/2020 - 31/3/2021											
	Class 1 courses	Class 2 Courses	Class 3 Courses	Coaches Courses	Freestyle Courses	Para Courses	Tutor training Courses	audit fees	IR course subsidies		Total
	£	£	£	£	£	£	£	£	£	£	£
INCOME											
Entry/Participant Fees	300	550	1,750	600	450	450	0	2,000	0		6,100
Competition fees/contribution	0	0	0	0	0	0	0	0	0		0
Uniform/Merchandising sales	0	0	0	0	0	0	0	0	0		0
	300	550	1,750	600	450	450	0	2,000	0	0	6,100
EXPENDITURE											
Tutor fees	150	300	300	150	150	150	300	0	0		1,500
Tutor expenses (travel accommodation etc.)	0	0	0	0	0	0	0	0	0		0
Venue Hire	0	150	300	75	0	0	300	0	0		825
Safety Equipment	0	0	0	0	0	0	0	0	0		0
IT support	40	80	80	80	80	80	0	0	0		440
Video Analysis Development	50	50	50	0	100	0	0	0	0		250
Card processing/event hosting fees (Stripe, Eventbrite etc.)	18	34	100	41	23	30	0	0	0		247
Stationery, printing and office supplies	0	50	100	25	0	0	100	0	0		275
Awards and Trophies	0	0	0	0	0	0	0	0	0		0
Competition entry fees	0	0	0	0	0	0	0	0	0		0
Competition costs (e.g. hotels, accommodation, visas)	0	0	0	0	0	0	0	0	0		0
Clothing/kit/equipment costs	0	0	0	0	0	0	0	0	0		0
membership and subscriptions	0	0	0	0	0	0	0	0	0		0
IR course subsidies	0	0	0	0	0	0	0	0	2,100		2,100
	258	664	930	371	353	260	700	0	2,100	0	5,637
Surplus/deficit	42	-114	820	229	97	190	-700	2,000	-2,100	0	463

Assumptions:

- All courses will be delivered online until September, therefore incurring no facilities costs. This will then change to face-to-face delivery except for the Freestyle and Para modules which will continue to be delivered online.
- Competitions will resume in 3Q21, this significantly impacts department income from membership audit fees. It has been assumed that only two opens and the National Championships will run in 2021, and that three opens will run in the first quarter of 2022. For simplicity it has been assumed that there will be an average of 300 participants at opens, and 600 at the National Championships.
- The department believe that attendance at IR courses should be subsidised. For FY21/22 this is assumed to be 5 new IR and 3 refresher IR attendances. The number of new IRs will reduce in out years. The working assumption of subsidies has been £300 and £200, respectively.
- The budget does not include provision for subsidies for referees attending any international championships.
- The department has been using EventBrite for registration and event management. This is factored into the budget as a reduction in income from fees (3.5% +0.49p).
- It is expected that there will be an income stream from merchandising, but this has not yet been analysed in detail so is included but with a zero value. This will be updated once more information is available. It is anticipated that this could generate approximately £1,500 (105 active National Referees

at £80/uniform and a net margin of 18%) in income as there will be a new National Referee uniform available.

- The department is in the early stages of a discussion on potential sponsorship. This may provide a small income stream in FY21/22 but awaits confirmation. It has therefore been included for reference but at a zero value.

The budget outlined above is balanced but the analysis is very high risk as it is based on assumption on the return to competition in 3Q21. If this does not occur the department will either need to scale back course delivery or agree with the British Taekwondo to operate at a loss in FY21/22. There are very limited opportunities for other income sources to be developed to address the shortfall that should occur should open competition does not resume at that time.

3. Long-term Outlook

The department will develop a more detailed long-term budget during FY21/22. This will consider the health of poomsae competition as COVID-19 restrictions are relaxed. Certain assumptions in FY21/22 will be modified in the new budget including:

- A reduced number of new IRs (assuming 2 per year).
- Subsidy for 4 IR refreshers per year.
- A return to the competition activity seen in 2019.
- Physical course delivery from 2Q22, with courses focused on Class 3 referees run quarterly, those for Class 2 referees run twice a year and those for Class 1 and International referees once per year.
- The department will also continue to look to expand franchise opportunities for National Referee courses with other MNAs.

APPENDIX B – DEPARTMENT ACTIVITY

1. Delivered activity to 31st of March 2021.

The development activities delivered by the department are shown below. All the courses have been rewritten to support online delivery and include comprehensive video analysis. All course registrations, payments and communications are being managed through EventBrite which the department chose to reduce the administrative workload.

Date	Event	Registration Numbers
29/9/2020	Webinar	55
11/10/2020	Chief Referee Qualification	8
11/10/2020	Class 1 Refresher	11
1/11/2020	Class 2 Refresher & Class 2 Fast Track Qualification	39
6/12/2020	Class 3 Refresher	61
25/01/2021	Poomsae Referee National Freestyle Qualification	11
16/03/2021	Webinar for Competition Hosts	5
16/03/2021	Webinar for Poomsae Referees	28
21/03/2021	Class 3 Qualification & Class Refresher	55

The department had planned to run a Para rules course on the 28th February 2021. However, this was postponed as we received notice that WT planned to make a significant update to the Poomsae Para rules and Sport Class. This course will be rescheduled as soon as the details of these updated have been received.

Communications has also been key to establishing the department and engaging the referee community. This has so far resulted in:

- Creation of social media presence on Facebook and Instagram
 - 94 members in Facebook Private Group (<https://www.facebook.com/groups/britishtaekwondopoomsaereferees/>).
 - 70 followers on the Facebook Page (@britishtaekwondopoomsaereferees).
 - 237 followers on Instagram (@bt_poomsae_referees).
- Creation of Outlook Groups for each class of referee
 - 16 emails to IRs, 14 emails to Class 1 Referees, 12 emails to Class 2 Referees & 16 emails to Class 3 Referees.
 - Individual emails to each referee (166) on the Poomsae Referee Management Platform.

The department has developed a new Poomsae Referee Management Platform. This has consolidated all data from events run since 1/1/2017 and the records for 166 referees. All the data has been curated to provide a consistent and, as far as is possible, accurate view. Each referee has been sent details of the records held for them and given a chance to review and request amendment. This review will be repeated on an annual basis.

The following draft policy documents have been developed:

- British Taekwondo Sanctioned Poomsae Championships Policy
- British Taekwondo Poomsae Competition Chief Referee Responsibilities
- British Taekwondo National Poomsae Referee Regulations
- British Taekwondo Poomsae Referee Remuneration Policy

British Taekwondo referees have continued to be active in online competition, with participation in 14 events including the Online World Championship.

2. Current planned activity

The development of courses will continue throughout the 2021/2 period. This is likely to include the addition of short CPD activity focused on specific poomsae and other detailed aspects of refereeing as well as a course for coaches and competitors.

The department has already scheduled the following course for delivery in 2021:

18 th April	Class 2 Refresher
18 th April	Class 3 Qualification (upgrade for experienced Class 3 Referees)
18 th April	Class 3 Fast Track Qualification
23 rd May	Class 1 Qualification (upgrade for experienced Class 1 Referees)
23 rd May	Class 1 Refresher

All documents currently in draft will be at final draft by the 31st of March 2021.

The Referee Director is currently working with WT / WTE to understand when IR courses are likely to resume. Five potential candidates have been identified from the existing Class 1 cohort and once dates are understood for the IR course, a programme of development will be established to prepare them.

APPENDIX C – RISK REGISTER

Description	Risk	Impact	Mitigations
Competition does not resume in 3Q21	M	H	Agree overspend with BT CEO. Continue engagement and online CPD.
Unable to recruit Operations Manager	M	H	Chair will cover role. This will be M impact until resumption of competition then an H. Consider co-option rather than recruitment.
Significant number of referees fail to return to activity	L	M	Focus on new recruitment and progression of Class 3 and Class 2 referees.
Income insufficient to sustain departments activities	H	M	Discuss options with performance department and BT leadership. Significant risk of conflicting approaches needs to be resolved to allow fair distribution of income from events aimed at coaches and competitors.
Unable to progress Class 1 referees to IR	M	H	Build development plan for candidates. Discuss issue with WT/WTE leadership to identify a strategy to resolve.
Quality of courses impacted by lack of access to consented video analysis	M	M	Agree with hosts an opt-in for adult competitors to allow videoing of poomsae at competitions.
No agreement on commercial sponsorship	H	L	Revise strategy and refocus activities to be deliverable without need to external finance.