

Location: Board Room, House of Sport Manchester

Date and Time: Wednesday 20th September 2023
11:00 – 15:00

Attendees: Eamonn O'Rourke (EOR) – Chair
Gemma Biescas (GB) - Non-Executive Director
Helen Martin (HM) - Non-Executive Director (via Teams)
Matthew Barnes (MB) - Non-Executive Director
Siva Ramasamy (SR) – Non-Executive Director
Said Khelwatty (SK) - Non-Executive Director
Sarah Stevenson (SS) – Non-Executive Director
Ian Tussie (IT) – Non-Executive Director
Shaun Gagie (SG) – Non-Executive Director
Ian Leafe (IL) – Chief Executive Officer

Reporting: Richard Gottfried (RG) - Marketing, Digital & Media Manager
Dafydd Rowlands (DR) – Development Manager
Karen Welsh (KW) – Finance Manager
Mathew Marshall - (MM) – Events Manager
Sarah Howard (SH) – Safeguarding, HR and Compliance Manager

Minutes: Sarah Howard

Apologies: None

1 Welcome and introductions from Chair.

Apologies - None

Conflict of interest – SK and SG terms are up for re-appointment.

Reappointment discussion of SK at next board meeting as director performance review has not yet been held.

Minutes of Board meeting 4th July 2023

Approved - Unanimous

Actions

Remaining actions from previous board meetings	Owner	Update
Actions from Board Meeting of 24th June 2021		
Volunteer departments operational policies Action: IL to create formal policy and process for departments to escalate risks to board level	IL	Ongoing
Actions from Board Meeting of 30th June 2022		
The buddy up system of INEDS and NEDS that was agreed in the previous meeting needed to be a set of scheduled meetings to support take up. Action: All directors to agree buddy partners and agree regular meetings	All NED's	Outstanding
Actions from Board Meeting of 31st March 2023		
Commercial Action: IT to finalise sponsorship deck and list via Sponsorscape	IT	Ongoing
GB/BT Pathway Action: SR & IL to take PB's ideas away and work up plans and alternatives	IL/SR	Ongoing
Poomsae Performance Department Strategy Action: GB to work further on the strategy and represent to Technical Committee and board for final approval	GB	Ongoing
Documents Transgender Policy Action – Form a working group to review the Transgender policy (GB, SH and Gerry)	SH	Ongoing
Staffing & Technical department update Action: IL & EOR to discuss when would be suitable to hold a department Chairs & Board Ned's meeting to get everyone back on strategy focus.	EOR	Done
Actions from Board Meeting of 4th July 2023		
Commercial Strategy update (IT & RG) Action - SR and GB to provide IL with an order for athletes uniforms Action – IL, IT and RG to create a draft commercial strategy and bring back to next Board Action - IL – find a date for a strategy review session	GB/SR IT/RG IL	Done Due Done
Growth & Tiered Membership offer Action – IL to conduct consultation exercise. Action – RG to contact 4Global and explore interim solution. Action – Send out comms in good time regarding increase in prices.	IL RG IL/RG	Done Done Due
New membership CRM system (RG) Action – RG to arrange final interview and evaluation and present report and recommendation to next board meeting	RG	Done
Safeguarding & Compliance(SH) Action: SH to amend policy to give guidance that the preference is for the welfare officer to be an Independent person however a coach will be acceptable.	SH	Ongoing
Draft budget for Year Ending March 2024 Action: IL to arrange a board away day for a strategy review, people plan and to work on a market domination strategy	IL	Done
Draft Forecast 2024-2026 Action: A&R committee to review at end of 2023	HM	Ongoing
Staff turnover and workforce support proposals Action: SH to look into exit interview process and online forms	SG	Ongoing

GBT /BT Talent pathway (IL & SR) Action: IL to facilitate moving things forward	IL/SR	Ongoing
Technical Departments (IL) Action: To discuss new approach to Martial Art department at technical committee meeting	IL	Done
Level 2 Club Coach qualification (DR/Neil Burton) Actions – NB, IL and DR to review the brochure and share with Technical Committee	IL	Done

BOARD PAPERS PRESENTED AT THIS MEETING

BOARD PAPERS & PURPOSE	ACTION REQUIRED	WELFARE / SAFETY / SAFEGUARDING ISSUES TO CONSIDER	ENVIRONMENTAL , SOCIAL & GOVERNANCE ISSUES TO CONSIDER	Technical Committee Approved	Nominations & Remunerations Committee Approved	Audit & Risk Committee Approved
C – Board Terms of Reference	Approval Decision Requested	None	Governance compliance	N/A	Yes	N/A
D - Tier 3 Governance Code Compliance	Information	None – captured within individual papers	None – captured within individual papers	N/A	Yes	Yes
E – Safeguarding & Compliance	Information	Staff welfare & retention Member safeguarding	Reputational risk (governance)	N/A	N/A	N/A
F – Risk Register	Approval Decision Requested	Staff & Member welfare & safety Safeguarding & reputational risks	Governance and reputational risks	N/A	N/A	Yes
G – Health & Safety	Information	Safety of our members	None	N/A	N/A	N/A
H – UK Anti Doping	Information	Welfare of our members	None	N/A	N/A	N/A
I – People Plan	Information	Staff & Member welfare	Governance and reputational risks	N/A	Yes	N/A
J – Talent pathway	Information	None	Governance of athlete pathway	N/A	N/A	N/A
K – Management Accounts	Approval Decision Requested	None	Financial governance	N/A	N/A	Yes
L - Audited Accounts	Information	None	Financial governance	N/A	N/A	Yes
M – Budget	Information	None	Financial governance	N/A	N/A	N/A
N– Budget Forecast	Discussion	None	Financial governance	N/A	N/A	Yes

O – Investments	Approval Decision Requested	None	Financial governance	N/A	N/A	Yes
P - Commercial Strategy	Information	None	Financial risk	N/A	N/A	N/A
Q - Marketing Strategy & Delivery Plans	Information	None	Digitisation	N/A	N/A	N/A
R - Dashboard	Information	None	None	N/A	N/A	N/A
S & S1 – New CRM system	Approval Decision Required	None	Digitisation	N/A	N/A	N/A
T – Y Development updates	Information	None	Social impacts of programs	N/A	N/A	N/A
BOARD PAPERS & PURPOSE	ACTION REQUIRED	WELFARE / SAFETY / SAFEGUARDING ISSUES TO CONSIDER	ENVIRONMENTAL , SOCIAL & GOVERNANCE ISSUES TO CONSIDER	Technical Committee Approved	Nominations & Remunerations Committee Approved	Audit & Risk Committee Approved
1 – Stakeholder Engagement Strategy	Approval Decision Required	None	Governance Compliance	N/A	Yes	Yes
2 – Nominations Committee TOR's	Approval Decision Required	None	Governance Compliance	N/A	Yes	N/A
3 – Data Protection Policy	Approval Decision Required	None	Governance Compliance	N/A	N/A	N/A

2. Governance

IL presented Appendix C - **Board TOR's** for review and approval

EOR – would like a link from this to reference the Code of Conduct and vice-versa

Action – IL to add link to COC for Board Directors then publish

Approved - Unanimous

Nominations and Remuneration committee 8th Sept update

SG gave a verbal update on recent Committee meeting

- Staff update – 98% of roles full
- Board members reviews currently being held
- Confirmed review of the skills matrix for board members
- Confirmed review of Stakeholder strategy
- EOR confirmed INED role of SG had been discussed at committee.
- SG confirmed committee looked at Board succession policy and how it could be broadened further
- People Plan – lot of work needed to implement the plan.

Action: SG and SH to meet and review.

Tier 3 Governance Code Compliance

IL presented Appendix D and reported that all items except one have been met.

- Final item is requirement to demonstrate how Board and SLT have a level of financial competence.
- IL meeting with HM and KW on Monday 25th September to discuss a plan or policy in relation to this.

Actions

- IL to complete Tier 3 work and submit to SE by end of September.
- IL to ensure reference to Tier 3 goes into directors report in accounts.
- Karen to deliver budget training/workshop with budget holders.

Safeguarding

SH presented Appendix E to the board.

Discussed the difficulty in encouraging clubs to appoint welfare officers, Board agreed that it would be beneficial to look for another course provider instead of using UK Coaching due to increased costs.

Action: SH to investigate other course providers

Audit and Risk

HM gave verbal update on recent committee meeting

- Catriona O'Shea has resigned from the A&R committee – replacement needed.
- EOR - Can another INED step in temporarily?
- Ian T volunteered to step in temporarily – **board approved**
- Membership income below expectation and a concern
- Auditors attended committee meeting and reported no errors or recommendations
- KW noted that timeline for budget submissions will be much earlier and board support appreciated.
- HM led 3 year budget discussion – no event officer included in the budget
- Risk register – query on why the safeguarding risk was lowered
- Staff retention – need a review of our recruitment process

Next meeting on 9th November

Actions:

- EOR & SG to lead review of staff retention process
- IL to go out to advert for new independent committee member.

Risk Register

IL presented Appendix F and highlighted changes

Action – IL to change the risk levels to high

Health and Safety

IL presented Appendix G & H, and invited questions to be directed to Tom Stammer.

Actions

- IL to pick up with TS and amend policies if needed
- MB to pick up with TS on Anti-Doping question

3. Workforce

Nominations and Remuneration committee – identified two director terms ending in 2023 that require AGM ratification (SG and SK)

EOR confirmed that:

- SG's performance review had taken place and Nominations Committee is recommending board approval to reappoint.
- SG was asked to confirm he would like to be considered for re-appointment – answered yes
- SG left the room at 12.04pm whilst board discussed re-appointment

Board approved – Unanimous

SG returned to room and was informed of decision, pending AGM ratification

Action: IL to place reappointment on AGM notice and agenda

IL to add SK's re-appointment to AGM agenda pending performance review, nominations committee review and next board meeting recommendation.

SK highlighted that Usman Dildar's' first term as Vice President is ending in 2023.

Board discussed this honorary and voluntary role, his performance, and influence on the international stage for the benefit of British Taekwondo.

Board confirmed they are happy to re-appoint pending acceptance of role by UD and recommend ratification by AGM.

Action: IL to discuss with UD and add re-appointment to AGM agenda pending nominations committee review and next board meeting recommendation.

People plan – appendix I - discussion

SG presented Appendix I and led board discussion on People plan

- EOR - Can we include culture, behaviours and forward planning.
- SG – does not want to delay it but agree with EOR
- Needs to be more transformational
- No mention of board members in the People Plan – need to be included
- Strengthen the succession plan
- Regular item on SLT agenda
- Reflect on recruitment process/induction etc

Action – SG and SH to work together on the Plan to incorporate and roll out

GBT/BT Talent Pathway

IL presented Appendix J and outlined ongoing work in align talent pathways to those of GB Taekwondo.

Action – SR, Steve Jennings and Rubyn from GB need to meet and discuss agreement

Technical Departments

IL presented updates on Technical Departments within Appendix B

- Education & Admin delivery role being advertised as Level 2 coming on stream and Kukkiwon Office certification consolidation needed. Funded by SE delivery.

Board Approved – Unanimous

- IL outlined secondary support role for talent programs that can also support the various technical departments with general admin.

- Pending final agreement by Sport Performance department before advertising.

Actions

- IL to add Russell Watkinson as Para-manager for Poomsae on list of officials and website
- SR to confirm Sport Performance Department approval for Talent support role
- IL to advertise Education role.

Finance

KW presented appendix K - Management Accounts

Board Approved – Unanimous

KW presented appendix L - Audited Accounts for year ending March 2023

Board Approved – Unanimous

KW presented appendix M – Budget and forecast for year ending March 2024

Actions:

- IL & KW to map trends and financial insights required
- RG to set up system for monthly prompts to membership regarding renewals
- IL to pick up with GB regarding contribution towards Events Manager Salary

KW presented appendix N – Draft Forecast 2024-2026

Board Approved – Unanimous

Action: To bring back to committee and board when departmental budgets received.

KW presented appendix O – Investment proposals

Board Approved – Unanimous

Action: KW to move to placing some reserves into investment accounts as per option one of Appendix O

5. Discussion topic - Customer relationships

EOR led a discussion exercise on B2B relationships (BT to Clubs) and board members populated a shared feedback form.

Actions:

Board NED's members to populate the Board Discussion topics feedback form
IL to include feedback in further strategy work.

6. Commercial

IT presented appendix P and explained the key objectives of the commercial strategy.

- SS – Post Olympics is as important as pre-Olympics.
- IT – A 12 week campaign around the Olympics is required

Action:

RG to build a marketing and comms plan for 2024 and present to board
IT & RG to pick up with Paul Buxton and where aligned strategy is

Marketing

RG presented marketing update Appendix Q and R

RG presented membership CRM update Appendix S

Action: RG to confirm charges and represent

7. Development and Events

Development strategic delivery plan update

DR presented Appendix T-Y

SK – these plans would make great communications out to the members

EOR - development plans require an executive overview

Actions:

RG & DR to meet and extract key stories from current and future activity

DR to create a executive overview when next presenting development reports to board.

Events

MM provided an overview of upcoming events including National Championships for the combat sport and Poomsae, plus preparations for the World Grand Prix final.

8. AOB

IL presented Appendix 1-3 – documents for approval

- Stakeholder Engagement Strategy V2
- Nominations & Remunerations Committee Terms of Reference
- Data Protection Policy V2

Board Approved – Unanimous

Next meeting: 15th November