

Location: Microsoft Teams

Date and Time: Wednesday 15th November 2023
11:00 – 15:00

Attendees: Eamonn O'Rourke (EOR) – Chair
Gemma Biescas (GB) - Non-Executive Director
Helen Martin (HM) - Non-Executive Director
Matthew Barnes (MB) - Non-Executive Director
Siva Ramasamy (SR) – Non-Executive Director
Said Khelwatty (SK) - 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

Minutes: Sarah Howard

1 Welcome and introductions from Chair.

Apologies: Sarah Stevenson (SS)

Conflict of interest: Said Khelwatty, item 3 - re-appointment as non-executive director.

Minutes of Board meeting 20th September 2023

Approved – Unanimous

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 New action: IL to document who is buddying who	All NED's IL	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 New action: EOR to set a meeting up with Siva & Gemma to move issue forwards	GB EOR	Ongoing To do
Documents Transgender Policy Action – Form a working group to review the Transgender policy (GB, SH and Gerry) New Action: SH to put date in diary for SG & SH to review policy and represent to board	SH SH	Ongoing To do
Actions from Board Meeting of 31st March 2023		
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 Forecast 2024-2026 Action: A&R committee to review at end of 2023	HM	Done
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
Actions from Board Meeting of 20th September 2023		
Board TOR's Action – IL to add link to COC for Board Directors then publish	IL	Done
People Plan – implement the plan. Action: SG and SH to meet and review	SG	Ongoing
Tier 3 Governance Code Compliance <ul style="list-style-type: none"> - 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. 	IL IL KW	Done Done To do
Safeguarding Use another course provider instead of using UK Coaching due to increased costs SH to investigate other course providers	SH	Ongoing
Audit and Risk <ul style="list-style-type: none"> - EOR & SG to lead review of staff retention process. - IL to go out to advert for new independent committee member. 	IL SG	Ongoing
Risk Register <ul style="list-style-type: none"> - Volunteers & recruitment issues Action – IL to change the risk levels to high	IL	Done
Health and Safety <ul style="list-style-type: none"> - GB – Board holding - is it written down that they must wear goggles? - Freestyle – people are attempting it more within clubs. Risk for H&S. - SR – a risk assessment must be carried out and where do we stand with the insurance? - IL to pick up with TS and amend policies if needed. - MB to pick up with TS on Anti-Doping question 	IL MB	To do To do

Board Appointments 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. Action: IL to discuss with UD and add re-appointment to AGM agenda pending nominations committee review and next board meeting recommendation.	IL	Done
People plan – appendix I - discussion. Action – SG and SH to work together on the Plan to incorporate and roll out	SG	Ongoing
GBT/BT Talent Pathway Action – SR, Steve Jennings and Rubyn from GB need to meet and discuss agreement	SR	Ongoing
Technical Departments <ul style="list-style-type: none"> - 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. 	IL	Done
Finance <ul style="list-style-type: none"> - IL & KW to map trends and financial insights required. - RG to set up system for monthly prompts to membership regarding renewals. Draft Forecast 2024-2026 Action: To bring back to committee and board when budgets received.	KW RG	Done Done
Reserves Action: KW to move to placing some reserves into investment accounts	KW	Done
Discussion topic - Customer relationship Board NED's members to populate the Board Discussion topics feedback form. IL to include feedback in further strategy work.	All	Ongoing
Commercial 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	RG/IT	Ongoing
Marketing Action: RG to confirm Sport 80 charges and represent	RG	Done
Development and Events RG & DR to meet and extract key stories from current and future activity. DR to create an executive overview when next presenting development reports to board.	RG DR	Ongoing

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 - Tier 3 Governance Code Compliance	Information	None	None	N/A	Yes	Yes
D– Risk Register	Approval Decision Requested	Staff & Member welfare & safety Safeguarding & reputational risks	Governance and reputational risks	N/A	N/A	Yes
E – Health & Safety	Information	Safety of our members	None	N/A	N/A	N/A
F – UK Anti-Doping	Review Decision Requested	Welfare of our members	Annual board review requirement	N/A	N/A	N/A
G – People Plan	Information	Staff & Member welfare	Governance and reputational risks	N/A	Yes	N/A
H (1-3) – Talent pathway	Information	None	Governance of athlete pathway	N/A	N/A	N/A
I – Management Accounts	Approval Decision Requested	None	Financial governance	N/A	N/A	Yes
J – Budget	Information	None	Financial governance	N/A	N/A	N/A
K– Budget Forecast	Discussion	None	Financial governance	N/A	N/A	Yes
L – Investments	Approval Decision Requested	None	Financial governance	N/A	N/A	Yes
M- Strategic Financial Priorities	Discussion	None	None	N/A	N/A	N/A
N – New CRM system	Approval Decision Required	None	Digitisation	N/A	N/A	N/A
O – AGM Notice	Information	None	Governance	N/A	Yes	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 – Staff Wellbeing Policy	Approval Decision Required	Staff welfare	Social Governance	N/A	Yes	N/A
2 – Social Media Policy	Approval Decision Required	Welfare Safeguarding	Social Governance	N/A	Yes	N/A

3 – Disciplinary Code	Approval Decision Required	Welfare Safeguarding	Social Governance	N/A	Yes	N/A
4 – UKAD contract	Approval Decision Required	Welfare Safeguarding	Governance	N/A	No	No
5 – Board TOR's	Approval Decision Required	Welfare	Governance Compliance	N/A	Yes	N/A

2. Governance

Nominations & Remuneration Committee

SG gave a short update on committee meeting of 3rd November, which considered:

- Tier 3 Compliance now achieved (IL)
- Staffing update (IL)
- Board reviews progress (EOR)
- Consideration and recommendation to board for re-appointment of Sarah Stevenson Jennings as President and Usman Dildar as Vice President.
- Technical Committee and departments update (SR)
- Consideration and recommendation of approval of policies
Staff wellbeing & Attendance Policy
Use of Social Media Policy V3
Disciplinary Code V2
- Board & staff succession (to be discussed further on 15th December)
- Volunteer retention.

Actions

SG & SH to review People plan and succession policies and report to next board.

Tier 3 Governance Code for Sport Compliance

IL confirmed that Sport England have now confirmed that British Taekwondo is fully compliant with Tier 3.

EOR thanked IL for the amount of work involved.

Audit and Risk Committee

HM gave an update on committee meeting of 9th November.

Actions

IL to create Terms and Conditions for Club Affiliation

EOR to discuss with HM the change innovation piece of work.

Risk Register

IL presented the latest risk register and invited questions / comments.

Action: IL to update risk register for next board meeting)

Health and Safety annual report

IL presented Appendix F from Tom Stammer, external consultant.

Actions

- Add the increase of concussion in clubs to the risk register.
- Events Team & H&S to develop a strategy on how to address the issue and present to next Board meeting.

UK Anti-Doping Report

IL presented Appendix G from Tom Stammer, external consultant.

Report confirms British Taekwondo are compliant with UK Anti-doping code.

Board reviewed, discussed and confirmed Anti-doping provision.

MB – named director responsible for Anti-doping within organisation confirmed he is comfortable where we are at the moment and approves annual review.

3. Workforce

Board appointments.

SK left the meeting at 11.38am whilst board considered re-appointment.

- SG & EOR confirmed the Nominations committee and Chair had reviewed performance and recommends re-appointment of SK to board.

Decision – Board unanimously agreed to SK's re-appointment.

Action: IL to add re-appointment to agenda of AGM

- SG & EOR confirmed the Nominations committee and Chair had reviewed performance and recommends re-appointment of Sarah Stevenson Jennings as President

Decision – Board unanimously agreed to SS's re-appointment.

Action: IL to add re-appointment to agenda of AGM

- SG & EOR confirmed the Nominations committee and Chair had reviewed performance and recommends re-appointment of Usman Dildar as Vice President

Decision – Board unanimously agreed to UD's re-appointment.

Action: IL to add re-appointment to agenda of AGM

Other actions

RG to celebrate what our Board members are doing via social media channels.

RG to get story around SK's new appointment.

RG to set up regular drumbeat of coverage of President & Vice President activity.

SG - Noms Committee to discuss succession planning for President role.

Workforce

IL updated on current workforce status and issues.

Action: Insight Role will be re-advertised.

IL updated on current status of volunteer departments.

A concerted effort is needed in new year to rejuvenate the departments, review strategies and approach.

Action: IL to pick up in 2024

People Plan and Succession

SG presented latest version of people plan and reported.

- needs to be more transformational in its wording.
- Staff input from exit interviews can be included.
- Staff should be consulted – launch day?
- Exit interviews need to be factored and potentially conducted by external source.

Actions

- SH & SG to work on People plan further and present to next board.
- SH & SG speak to Basketball England re exit interviews on a reciprocal basis.
(subject to non-disclosure agreement)

GBT /BT Talent pathway

SR presented appendix H – H3 and outlined work to date to align GB Taekwondo and British Taekwondo's talent pathway.

SR confirmed.

- A High-Performance coaches programme (15 months) – to improve club coach skill acquisition.
- GB have provided a proposal re the framework and delivery.
- Project partially funded by SE.
- Project will compliment Level 3 Coach Education

Technical Departments

IL presented departmental reports received (Appendix B)

Board discussed poor behaviour of some coaches on social media and how we need to post positive news.

Action: RG to create comms strategy around this

4. Finance

KW presented appendix I, management accounts to September 2023 and Appendix J & J1, budget for Year ending March 2024

Board approved management accounts - unanimous.

Actions

- IL to report on Range relationship at next meeting
- IL to update on PSS at next meeting.

KW presented Appendix K – Forecast (v3) for 2024-2026

Action: KW to represent forecast to next A&R committee meeting

KW presented Appendix L – Investec appointment - and updated board on progress of move to new savings account provider.

5. Strategy

IL presented appendix M on short term Strategic Priorities and initial out-turns from board Strategy away day held in October 2023.

EOR opened up the floor for comments and feedback.

- HM – great piece of work, one page and clear. Needs aligning to the different elements of the overall strategy.
- MB – great document, perhaps include championing the Board and SLT.
- SK – is there another strategy to communicate to our members?
- SR – how else can we communicate?
- EOR – workshop needed to assist RG to prioritise the resources that we have?

Actions

IL and SLT to progress with quick wins and priorities.

SLT to come together to produce a comms plan.

SLT to produce a 3 year & 1-year plan.

6. Commercial and Marketing

Verbal update from Ian Tussie

Action: Workshop to be arranged with RG, EOR, IT and clubs to see how we can strengthen our offerings

RG presented Appendix N – new membership system update.

RG recommended and requested decision from the Board to appoint new provider as preferred supplier and approach with our final list of requirements.

Decision – approved by board - unanimous.

Actions:

- RG to bring together final needs list and send
- IL - Signature of NDA needed.
- RG – draft contract required.

7. GP and Events

IL presented Appendix O – AGM format and outlined.

- Slightly different format to previous years to fit with Grand Prix scheduling.
- Makes sense to do on same weekend so people do not need to travel twice.
- AGM will be held during session break so people can attend both.

EOR - support for why we are doing things differently this year and hope more attendance results.

IL/ MM outlined other events and activities taking place across the weekend of the GP:

- Annual Awards (3rd December at 12pm) during session break – good numbers expected.
- High Dan promotion test (3rd December at 9am) at National Centre – a groundbreaking event bringing together the wider Taekwondo community.
- A “Masters” meeting (3rd December at 2pm) of senior people from Martial Arts community and wider diaspora
- Plans for Grand Prix going well – VIP invitations to board should go out.
- WT Gala dinner – World Taekwondo are organisers and preparations are very late.

8. AOB

Document Approvals

Board reviewed the following documents and considered for approval:

1 – Staff Wellbeing Policy V2
2 – Social media V3
3 – Disciplinary Code V2
4 –HSSS UKAD contract 2023-2024
5 – Board Terms of reference 12112023

Decision: Board approved Unanimous

Actions:

HM to email SG with query on Staff Wellbeing policy.
SH & SG to look at potential of needing a policy on AI.