

Location: Microsoft Teams

Date and Time: 27th June 2024
11am –3pm

Attendees: Eamonn O’Rourke (EOR) – Chair
Gemma Biescas (GB) - Non-Executive Director
Sarah Stevenson Jennings (SS) – 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
Helen Martin (HM) – Non-Executive Director

Reporting: 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

1 Welcome and introductions from Chair.

Conflict of interest: None

Minutes of Board meeting 22nd March 2024

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	Done
Actions from Board Meeting of 20th September 2023		
People Plan – implement the plan. Action: SG and SH to meet and review	SG	Done
Tier 3 Governance Code Compliance - Karen to deliver budget training/workshop with budget holders.	KW	To do
Safeguarding Use another course provider instead of using UK Coaching due to increased costs SH to investigate other course providers	SH	Done

Audit and Risk - EOR & SG to lead review of staff retention process.	IL	Ongoing
Health and Safety - 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.	IL	To do
People plan – appendix I - discussion. Action – SG and SH to work together on the Plan to incorporate and roll out	SG	Done
Actions from Board Meeting of 15th November 2023		
Nominations & Remuneration Committee SG & SH to review People plan and succession policies and report to next board.	SH	Done
Audit and Risk Committee IL to create Terms and Conditions for Club Affiliation EOR to discuss with HM the change innovation piece of work.	IL EOR	Done To do
Health and Safety 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.	IL MM	Done Done
People Plan and Succession 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)	SH	Done To do
Poor behaviour of some coaches on social media RG to create comms strategy around this	RG	To do
Strategy 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.	IL RG EOR	Done
Commercial and Marketing Workshop to be arranged with RG, EOR, IT and clubs to see how we can strengthen our offerings	IT	Ongoing
Policies HM to email SG with query on Staff Wellbeing policy. SH & SG to look at potential of needing a policy on AI.	HM SH	To do To do
Actions from Board Meeting of 22nd March 2024		
Nominations Committee Succession Planning - IL to set up Task and Finish group SH to bring People plan & policies to next board as a priority IL to present proposals to committees /board to address capacity issues	IL SG IL	Ongoing Done Done
Audit & Risk Committee IL to discuss and find new member for committee	IL	Done
Risk Register IL to add head contact / head injury risk to the risk register IL to bring concussion and events proposals to next committee and board meetings	IL	Done
Business Continuity Plan IL & SH to distribute to staff & technical departments look at a scenario planning exercise later in year	IL	Done To do

Workforce surveys SH to consider rolling survey out to volunteer departments	SH	To do
People Plan SG and SH to bring back a report and action plan to the next board IL & SH to look at change to office working practices to encourage collaboration and liven up office environment on working from office	SH	Done Done
Safeguarding SH to explore a way of publishing suspensions SH to explore publication of valid instructors on new CRM	SH	Done To do
Technical Departments Action: IL to put forward proposals to restructure management of departments to bring operations closer to office and make volunteers feel more connected to British Taekwondo on strategy and day to day. IL & RG to investigate new system capabilities for putting coach profiles (like the BTC do) on the new CRM	IL	Done To do
Development Update DR to share new products handbooks and comms plan with the Board	DR	To do
Membership Structure Review Action: RG to present membership review work to next committees and boards (June & September)	RG	Done
10/3/1 Year Plan Development Action: IL to arrange Board strategy day to refine work	IL	Done
Media output, focus and spend and Challenges and Opportunities RG to receive feedback given and to be factored into approach RG to move forward on these projects and report progress to SLT and next board meeting.	IL IL	Ongoing Ongoing
Commercial and Marketing IT to arrange a meeting with DR and Board club owner members to discuss what other merchandise could be produced and how members can be encouraged to purchase items EOR to pick up with SLT and new operational structure to give commercial strategy some operational leadership	IT EOR	Done Done
Events MM to submit draft Event Strategy to next committee & board meetings	MM	Done

2. Governance

Nominations & Remunerations Committee meeting update

SG gave a verbal update on the recent meeting including:

- Feedback from staff survey – action plan on todays agenda
- People Plan – agenda item
- Technical Leader role discussion
- Transgender policy – further work in July with Sport England
- Technical Committee meeting update from SR
- Document approvals
- Succession planning

Audit and Risk Committee meeting update

HM gave a verbal update on the recent meeting including:

- Looked at KW new financial report layout
- Budget – timely submission by departments is necessary – before the financial year starts
- Accountability for budgets – department leads to take more responsibility and provide feedback
- Figures for year to date – Membership income positive
- Risk Register – needs updating (mitigation and actions) with a annual detailed review required
- How we can move from loss making to profit making
- Events and Level 2
- Risks discussed – staff retention & working from home policy

Risk Register

IL presented Appendix C

- EOR – Risk Register needs to be explored further at next in person meeting (deep dive)

Action: IL to review register in detail, clean up mitigation measures and archive some risks. Also include as longer agenda item at next board meeting

Health & Safety Report

IL presented Appendix D, Health & Safety report prepared by T Stammer for information

Anti-doping Report

IL presented Appendix E, Anti-doping report prepared by T Stammer for information

T Stammer confirms that British Taekwondo remains compliant with the code

Equality, Diversity & Inclusion Report

Dafydd Rowlands joined the meeting and reported on progress to develop British Taekwondo's EDI action plan and requested feedback from the Board including on the need for a named EDI representative on the Board.

Action: EOR / DR to appoint EDI board lead

- HM – are we considering anonymising job applications?
SH confirmed she has had the conversation with RG.
DR also confirmed that recruitment is within the EDI plan.

3. Finance

KW joined the meeting and presented Appendix G, a financial review of Year 23/24

Management Accounts

KW presented Appendix H, management accounts to April 2024

Decision: Board Approved – unanimous

Budget 24/25

KW presented Appendix I, budget for year April 24/25

- will be re-forecasting mid-year going forwards

- **Decision: Board Approved – unanimous**

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Fixed Asset Register

KW presented Appendix J for annual review and approval

- **Decision: Board Approved - unanimous**

4. Workforce

IL presented **Appendix B** and a **workforce update**

IL presented **Appendix K** – a **Staff Survey Action Plan** as a response to the issues raised within the annual staff survey.

Decision: Board Approved – unanimous

Action: SH to incorporate into People Plan and activate

HM suggested more social and team building activities on Teams

Action: SH to speak to HM about ideas.

SG presented **Appendix L** - an updated **People Plan**

IL presented **Appendix M - Technical Leadership Role** specification for board approval to go out.

IL & SG confirmed it had been through Technical Committee & Nominations Committee.

Decision: Board Approved - unanimous

Succession Planning

EOR updated board on planning sessions to discuss end of tenure of some board members, including review of the President role.

More work needed to develop a robust succession and recruitment plan and a working group to be set up to address.

Action: EOR to pull together a working group

Safeguarding & Welfare

SH presented **Appendix N & O**, a **safeguarding case update** and **welfare officer action plan** for information

5. Strategy

VTO and Scorecards

EOR presented Appendix P and updated board on the work to focus on key priorities and track weekly progress

Paris 2024

Sophie Jameson joined the meeting and presented the plans for club promotion during the Olympic Games period including ideas for clubs to deploy, editable graphics and digital toolkit for social media promotion and videos, podcasts and website content.

EOR thanked Sophie and Emma for the work

6. Membership and marketing (DR)

DR presented **Appendix Q the Membership Growth & Value Plan** and asked board for feedback and insight.

Action: DR & RG to take feedback and feed into plans

Marketing update

IL presented **Appendix R** on behalf of RG.

Action: Richard G to address feedback and feed into plans

7. Development – DR

DR presented **Appendix S - Club Business Unit** proposal and requested that the Board feedback offline with any comments / recommendations / additions.

Action: Board members to revisit Appendix S and feedback to Dafydd

DR presented **Appendix T - Schools and Tots program** and reported that these projects are near to completion and launch.

DR presented **Appendix U – Education Pathway** update, and described the development of Level 3 coach model and status of Level 2 Refresher & Resit models.

8. Commercial

MM presented **Appendix V - Commercial Strategy** update, outlined key points and asked board for feedback

Action: MM to take feedback and develop strategy further, present to next board including where we will get this year's target income from

9. Events Strategy

MM presented Appendix W and asked board for feedback.

Action: All board to review strategy offline and feedback to MM separately

Concussion

MM presented **Appendix X** on concussion reduction project and asked board for feedback

Action: MM to convene a working group and set up a workshop with NED's

Action: Report to be presented to next technical committee and board meeting with concrete proposals

End of year awards

MM presented **Appendix Y** proposing Saturday 23rd November 2024 at The Lowry as the venue for the 2024 End of Year awards.

Decision: Board Approved - unanimous

MM outlined the broadening of the range of awards to encourage more people to attend

Action: MM to outline list of extra awards and provide full entry criteria and assessment process

10. Document approvals

IL presented documents for comment and approval.

- Annual Leave Policy	Appendix 1
- Special Leave Policy	Appendix 2
- Disciplinary Code	Appendix 3
- Club Affiliation Terms & Conditions	Appendix 4
- Member Terms & Conditions	Appendix 5
- Event Sanction Policy	Appendix 6
- Sport Officials Funding Policy	Appendix 7
- Weigh in Policy	Appendix 8
- Sport Officials Expenses Policy	Appendix 9
- Poomsae Competition Rules	Appendix 10
- Poomsae Freestyle Rules	Appendix 11
- Para Poomsae Rules	Appendix 12

Decision: Board Approved – unanimous (subject to amendments)

Comments / Amendments

Sport Sanction Policy

Action: MM to look at streamlined version at next iteration

Disciplinary Code section 10.2: Suspension from all events

Action: SH to implement amendments before publication

AOB: None

NEXT MEETING: 25th September 2024