

British Taekwondo Board Meeting Minutes

Date: 27th June 2025

Time: 11am – 3pm

Location: House of Sport Manchester, Etihad Campus, Manchester M11 3FF

Attendees

Eamonn O'Rourke - Chair
Ian Tussie - INED
Helen Martin - INED
Shaun Gagie - INED
Matt Barnes - INED (online)
Sarah Stevenson – INED (online)
Said Khelwatty - NED
Gemma Biescas – NED
Ian Leafe - CEO

Reporting

Sarah Howard – Head of Safeguarding and Compliance
Karen Welsh – Finance Manager
John Stopforth – Head of Technical Products
Gregg Cropper – Head of Membership and Engagement
Mathew Marshall – Head of Events

Apologies: None

1. Introduction & Previous Minutes

Previous minutes of Board meeting 28th March

Approved - unanimous.

Remaining actions from previous board meetings	Owner	Update
Actions from Board Meeting of 25th September 2024		
Risk Register Action: Chair of Nominations Committee & Chair to review succession plans and present proposals to board in January	EOR SG	Done
Social Media Action – SH to look to build AI policy into Social Media Policy	SH	To do
Actions from Board Meeting of 8th November 2024		
Working from home policy Action: IL to review WFH policy once staff restructure has concluded	IL	To do

Actions from Board Meeting of 25th January 2025		
Governance		
Action – send a feedback form to EOY award attendees - MM	MM	To do
Action – review Lifetime Achievement award process - MM	MM	To do
Board Reviews		
Action – EOR to conduct board director reviews	EOR	To do
Sport England Update		
Action – GB to discuss Para-Poomsae funding with DR	DR	To do
Actions from Board Meeting of 28th March 2025		
NED recruitment (EOR/IL)		
Action: IL to update succession plans and present to Nominations Committee	IL IL	Done Ongoing
Action: IL to advertise NED role in September	EOR	Ongoing
Action: Chair & NED's to canvas community for prospective candidates		
Health & Safety Report		
Action – Matt Marshall to look at poor practices and the whole event landscape, and present findings to next board.	MM	To do
Nominations & Remunerations Committee update		
Action: IL to revisit Spectator Behavior policy, Publication Policy, Sexual Harassment policy with Sarah H	IL	Done
Workforce update		
Action: IL to pick up with SG to map out interview process for Head of Membership role	IL	Done
Technical departments update		
Action: JS to look at process for budget approvals	JS	Ongoing
Action: JS to pick up issue with departments and office collaboration		
Safeguarding update Action: SH to revisit reporting tool	SH	Done
Staff benefits		
Actions: KW to compare to other NGB's and look at what benefits have been used and not used	KW	Done
Insurance query		
Action: SH to put out comms to clarify what legal expenses cover does and does not cover	SH	Done
Membership update (IL)		
Action: IL to feed these comments to existing comms team and new HOM	IL	Done
Commercial Update (MM) – verbal update		
Action: MM to pick up with TAL about current offer and website	MM	Done
Document approvals		
Action: Take feedback to staff and incorporate into documents	IL	Done

2. Governance

Recognition Update

IL reported that British Taekwondo is now officially recognised across all Home Nations sports councils including UK Sport – a year long process and another strategic plan and governance milestone achieved

Kukkiwon Update

IL reported a visit to Korea in May, the strengthening of relationships and agreeing terms of an extension to the MOU to host the UK Kukkiwon Office.

Board Recruitment

EOR updated that NED role JD ready to go out and board comfortable with this now going out.
Action: IL to release JD and publicise opportunity

Health & Safety Report

IL presented **Appendix C**- the H & S update from Tom Stammer
SH also gave a verbal update on work with DCMS regarding Bodyshot event format
HM: Can we publish insurance benefits better along with accident statistics
Action: IL to review communications regarding insurance coverage

Anti-doping Report

IL presented **Appendix D** - the Anti-doping update from Tom Stammer and confirmed that British Taekwondo remains 100% compliant with the code

3. People

Nominations & Remunerations – Verbal update by SG

- Minutes of meeting **Appendix E**
- Mental Health First Aider appointed – Sophie Jameson
- Behaviours Framework in development
- DIAP discussed
- U18s Safeguarding Tool discussed
- Skills Matrix for Board discussed

Recommendation: SH to develop a Sexual Harassment Action Plan rather than a stand-alone policy

Audit & Risk Committee – Verbal update by HM

- Minutes of meeting **Appendix F**
- 2024/25 End of Year Accounts – Forecasted as a break even position
- Management Accounts to April – Deficit

Recommendation: Approve budget with mitigation to review cuts in September

- Level 2 Requirements – **Recommendation: Withdraw Level 2 requirement for Nationals**
- Expense Policy – Need for a combined policy across technical departments

Action: A&R to address combined policy

Workforce

IL updated on implementation of the new staffing structure, the following changes have occurred;

- **Richard Gottfried** – left the business on 31st March
- **Adam Le Roux** - joined the business on 2nd April as **Communications, Media & Member Relations Officer**
- **Gregg Cropper** - joined the business on June 2nd as **Head of Membership & Engagement**

All other roles under the new structure took effect on 1st April

Safeguarding update

SH presented **Appendix G**

- U18s Tool discussed, including how is the best way to reach the U18s

4. Finance

Accounts Year Ending March 2025

KW updated on work to prepare Year end

- Auditors due August
- Forecasting a break even position

Management Accounts Summary

KW presented **Appendix H** and updated on Management Accounts

2025/26 Budget

KW highlighted key income pressures

Action: To present mid year forecast to September A&R committee with mitigation measures

Risk Register

IL presented Appendix J and confirmed that recommended changes made at A&R committee had been made

5. Commercial

MM presented **Appendix M** – overview of current commercial position

- IT - organisation is in a stronger position commercially than a year ago
- MM - New ticketing supplier relationship to generate revenue

6. Events

MM presented **Appendix N & N1** and reported

- CRM competition entry add-on
- Proposals for Events Advisory Group for Poomsae (and others more generally to include membership feedback)
- Rising event costs due to external factors meaning National events difficult to break even / make profit
- Strategy reshared for discussion

Action: MM to link with NED's and get feedback on events strategy

7. Membership

KW provided financial summary on impact of CRM introduction, shortfall and current trends

GC presented Appendix K:

L2 Education Pathway

JS presented **Appendix L**

Decision: Remove connection for requirement to coach at Nationals

Club Welfare Officer Requirements

SH outlined work to encourage clubs to get a welfare officer and current requirement for clubs entering teams at Nationals

Decision: Retain connection to Nationals

8. Policies

IL presented Appendix 1 to 13 and confirmed these had been through committee scrutiny and that changes from committees had been made.

- Asset Management Policy
- Flexible working policy
- Under 18's safeguarding reporting tool
- Diversity & Inclusion Action Plan (DIAP)
- Articles & Association
- BT Health & Safety Policy Notice
- Club Affiliation Terms & Conditions
- Membership Terms & Conditions

- Conflicts of Interest Policy
- Board Continuity & Succession Policy
- Board Recruitment Policy
- Skills Matrix
- Disciplinary Code

Approved - unanimous

Action: Flexible Working Policy – IL / GC to review office hours for customer service

9. Any Other Business (AOB)

CEO stepping down

EOR announced to board that Ian aims to step down at the end of the calendar year

Meeting with SID & Chair of Nominations Committee already taken place and a process agreed

- Recruitment to run for 4 weeks beginning in mid-July
- Initial recruitment to be carried out by an agency
- Interviews scheduled for September
- Ideally a handover period is possible

Close

Next meeting 3rd October 2025