

# British Taekwondo Board Meeting Minutes

**Date: 3<sup>rd</sup> October 2025**

Time: 9:30am – 12pm

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

## Attendees

Eamonn O'Rourke - Chair

Helen Martin - INED

Shaun Gagie - INED

Sarah Stevenson – INED (online)

Said Khelwatty - NED

Gemma Biescas – NED

Ian Leafe – CEO

Usman Dildar (Observer)

## Reporting

Sarah Howard – Head of Safeguarding and Compliance

Karen Welsh – Finance Manager

Paul Buxton – CEO GB Taekwondo

Apologies: Ian Tussie (IT), Matt Barnes (MB)

## 1. Introduction

### Declarations of Interest

The following declared potential conflicts of interest in relation to appointments and reappointments: Helen Martin, Eamonn O'Rourke, Shaun Gagie, and Usman Dildar.

### Approval of Previous Minutes

The minutes of the previous meeting were reviewed as an accurate record

**Board approved: Unanimous**

Actions from minutes captured within CEO executive report

Remaining actions from previous board meetings	Owner	Update
<b>Actions from Board Meeting of 25<sup>th</sup> September 2024</b>		
<b>Social Media</b>		
Action – SH to look to build AI policy into Social Media Policy	SH	To do
<b>Actions from Board Meeting of 28<sup>th</sup> March 2025</b>		
<b>Health &amp; Safety Report</b>		
Action – Matt Marshall to look at poor practices and the whole event landscape, and present findings to board.	MM	Ongoing
<b>Technical departments update</b>		
Action: JS to look at process for budget approvals	JS	Ongoing
Action: JS to pick up issue with departments and office collaboration		
<b>Actions from Board Meeting of 27<sup>th</sup> June 2025</b>		
<b>Insurance benefits</b>		
Action: Review communications regarding insurance coverage	GC	Ongoing
<b>Sexual Harassment Policy</b>		
Recommendation: SH to develop a Sexual Harassment Action Plan rather than a stand-alone policy	SH	To do
<b>Audit &amp; Risk Committee</b>		
Action: review mitigation cuts in September	HM	Done
Action: Combined expenses policy for all technical department	KW	To do
<b>2025/26 Budget</b>		
Action: To present mid year forecast to September A&R committee with mitigation measures	KW	Done
<b>Events</b>		
Action: MM to link with NED's and get feedback on events strategy	MM	Ongoing
<b>Membership</b>		
Action: GC to do Insight piece on non-renewing clubs and report to Chair & SID	GC	Done Ongoing
Action : GC to develop consistent communication strategy		
<b>L2 Education Pathway</b>		
Action: JS to present next steps recommendations	JS	Ongoing
<b>Flexible Working Policy</b>		
Action – IL / GC to review office hours for customer service	IL	Done

## 2. Governance

### **GB Taekwondo Update:**

PB provided an update on GB Taekwondo, with specific reference to the development of regional hubs. The Board discussed the initiative and noted the update.

### **CEO Board Report**

IL presented the CEO Report, which included updates on ongoing activities and key developments. This included recent developments with Kukkiwon and options for the board. The Board received and noted the report.

**Action: IL to present certification paper to next board for discussion**

### **AGM Notice:**

IL presented Appendix C - the official notice documents for the AGM and requested Board approval to publish

**Board approved: Unanimous**

**Action: IL to publish AGM notice**

### **Health & Safety Report:**

IL presented Appendix D – latest Health & Safety report from Tom Stammer

### **Anti-Doping Report:**

IL presented Appendix E – latest Anti-doping report from Tom Stammer and confirmed BT remains 100% compliant with code

## 3. People

SG presented Appendix F – minutes from the Nominations & Remunerations Committee meeting of 15<sup>th</sup> September and provided a verbal update covering the recruitment process for the new Non-Executive Director (NED) (complete) and CEO recruitment.

SG also noted the 3<sup>rd</sup> term expiry of Sarah Jennnings, at the end of the year.

SG confirmed that the comprehensive advertisement, shortlisting, interview and recruitment process for a non-executive director position on the board had concluded and the Nominations and Remunerations Committee recommend Usman Dildar (UD) be appointed to the board from 1<sup>st</sup> October 2025

UD left the meeting room whilst the board considered this recommendation.

**Board approved: Unanimous**

UD returned to the room, congratulated and welcomed to the board from 1<sup>st</sup> October 2025 (attending this meeting as observer)

SG also noted the completion of the director reviews, chair recommendation, SID recommendation (for the chair) and recommendation of the Nominations & Remunerations Committee that the following directors be formally reappointed:

Eamonn O'Rourke – to be re-appointed as INED and Chair for 3<sup>rd</sup> and final term  
Helen Martin – to be re-appointed as INED for 3<sup>rd</sup> and final term  
Shuan Gagie – to be reappointed as INED for 3<sup>rd</sup> and final term  
Matthew Barnes – to be reappointed as INED for 3<sup>rd</sup> and final term

EOR left the meeting room whilst the board considered this recommendation.

**Board approved: Unanimous**

HM left the meeting room whilst the board considered this recommendation.

**Board approved: Unanimous**

SG left the meeting room whilst the board considered this recommendation.

**Board approved: Unanimous**

The board considered the recommendation to reappoint Matt Barnes (not present)

**Board approved: Unanimous**

#### **Safeguarding and Compliance**

SH presented Appendix G and provided an update on safeguarding and compliance matters.

**Action: SH to develop guidance regarding individuals banned from attending events.**

#### **Audit and Risk**

HM presented Appendix H and provided a verbal update from the most recent **Audit and Risk Committee** meeting.

## **4. Finance**

#### **Accounts for Year Ending March 2025**

KW presented Appendix I - audited accounts for year 24/25

**Board Approved: Unanimous**

#### **Management Accounts & Summary:**

KW presented Appendix J & K – management accounts to July 2025

**Board Approved: Unanimous**

#### **2025/26 Mid-Year Forecast & Mitigations:**

KW presented Appendix L – mid year forecast

IL highlighted range of budget mitigation options for discussion.

HM noted Audit & Risk Committee review and recommended actions.

Action: Next A&R committee to review latest income figures, forecasted deficit and to make recommendations to next board meeting in November

**Action: KW & IL to make amendments to forecast and revisit income and expenditure ahead of next A&R meeting**

**Risk Register:**

IL presented Appendix M and noted key changes

**Action:** IL to add to the risk around the future relationship with GB Taekwondo (IL departure, new GB Board and and Hub developments).

## 6. Document Approvals

**The board was presented with the following documents for review and approval**

1. Policies Register
2. Board Terms of Reference
3. Board & Committees Code of Conduct
4. Directors Contract
5. New Club Policy
6. Code of Conduct
7. Stakeholder Engagement Strategy
8. Board Scheme of Delegation
9. Matters reserved for the board
10. Nomcom Terms of Reference
11. Arcom Terms of Reference
12. Maternity & Adoption Policy (& at a glance version)
13. Staff Wellbeing & Attendance Policy
14. Annual Leave & Toil Policy
15. EDI Policy
16. Sales Procedures
17. Bribery & Corruption Policy
18. Cash Reserves Policy
19. Purchasing & Delegated Authority Policy
20. Risk Management Strategy
21. Sport Performance Squad Selection Policy
22. Cadet European Championship Selection Policy
23. U19 European Championship Selection Policy
24. U21 European Championship Selection Policy

**Board Approved: Unanimous (with following amendments)**

**Nominations & Remunerations Terms of Reference:** Amendment required to the section on policy review frequency.

**Code of Conduct:** Update terminology regarding “club instructors.”

## 7. Any Other Business

None

**Next Board Meeting: 7<sup>th</sup> November 2025**