BRITISH TAEKWONDO



Annual Report & Accounts

2025 / 2026

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Company Information

TITLE:	British Taekwondo Limited
BUSINESS ADDRESS:	House of Sport Manchester, Gate 13 Etihad Campus, Rowsley Street, Manchester M11 3FF
COMPANY NUMBER:	7501788
AUDITORS:	Menzies LLP The Beehive Lions Drive Shadsworth Business Park Blackburn BB1 2QS
DIRECTORS	
Chair:	Eamonn O'Rourke
Independent Non-Executive Director:	Helen Martin
Independent Non-Executive Director:	Matthew Barnes
Independent Non-Executive Director:	Shaun Gagie
Independent Non-Executive Director:	Ian Tussie
Non-Executive Director:	Sarah Stevenson Jennings (resigned 30/11/25)
Non-Executive Director:	Said Khelwatty
Non-Executive Director:	Gemma Biescas
Non-Executive Director:	Usman Dildar (appointed 03/10/25)
CHIEF EXECUTIVE:	David Marshall (appointed 01/12/25) Ian Leafe (resigned 30/11/25)
PRESIDENT:	Sarah Stevenson Jennings
VICE PRESIDENT:	Usman Dildar



Chair's Annual Review

Looking back on another important year for British Taekwondo, I am proud of the resilience, commitment and collective effort demonstrated by our community.

The past 12 months have brought change, challenges and new opportunities, but through the dedication of our clubs, instructors, volunteers, athletes, officials, members and staff, we continue to strengthen the foundations of our organisation and build towards a positive future for Taekwondo across the United Kingdom.

Our community remains our greatest strength. Every day, clubs and instructors create opportunities for people to learn, develop confidence, improve their physical and mental wellbeing and become part of something that extends far beyond training.

The positive contribution made by our members and clubs is a source of pride for British Taekwondo, and it reinforces the importance of supporting the people who bring our Martial Art to life.

Leadership and a new chapter

One of the most significant developments this year has been the appointment of Dave Marshall as Chief Executive Officer. Having now completed his first 12 months with British Taekwondo, we have been encouraged by Dave's leadership, his engagement with our community and the foundations being established for the next stage of our development.

Dave has brought valuable insight as we continue to focus on participation, member experience, organisational development and long-term sustainability. I look forward to seeing the progress that will come from this work as we move into the next phase of our journey.

We also recognise an important transition in the role of President, as Sarah Stevenson-Jennings MBE decided not to stand for a third term. Throughout her tenure as President and Non-Executive Director on the Board, Sarah has represented British Taekwondo with pride, strengthening relationships with key stakeholders across the United Kingdom and internationally.

Drawing on her experience as an elite athlete, coach and international sports leader, she has contributed to the development of our long-term strategy, championed the interests of our members and helped raise the profile of British Taekwondo.

Her commitment and service over the past six years have made a valuable contribution to our organisation, and I would like to extend my sincere thanks to Sarah for the time, leadership and dedication she has given.

Dr Said Khelwatty will move into the role of President following nine years of service as a Non-Executive Director. His appointment for an initial 12-month period will provide continuity while the Board reviews the purpose, responsibilities and position of the Presidency within British Taekwondo. I would like to thank Said for his contribution to the Board over many years and look forward to working with him in this new capacity.

We have also welcomed Dr Lucy Walton and Beth Munro as Non-Executive Directors. Their appointments strengthen the breadth of expertise and experience around the Board and reflect our commitment to building a forward-thinking organisation that supports Taekwondo at every level.

Their perspectives across areas including grassroots participation, community development, elite performance, Para sport, education, technology and innovation will help us better understand the opportunities and challenges facing our sport.

I am confident that their contributions will support our ambition to create a stronger, more inclusive and sustainable future for British Taekwondo.



Sarah with Said Khelwatty at the ETU General Assembly in Nuremberg, Germany in 2025

Celebrating achievement at every level

We have also seen British Taekwondo's influence and expertise recognised across Europe, with nine of our members appointed to key roles within the European Taekwondo Union (ETU).

These appointments are a source of great pride for British Taekwondo and demonstrate the depth of knowledge, experience and commitment within our membership. They also create valuable opportunities for our community to contribute to important conversations around athlete welfare, education, inclusion, officiating and the future development of Taekwondo internationally.

I congratulate all nine members on their appointments and thank them for taking on these responsibilities. Their work will help strengthen British Taekwondo's relationships across Europe, ensure that our expertise continues to be represented internationally and support the growth of Taekwondo for athletes, officials, coaches and communities throughout the UK and beyond.

The achievements of our athletes also continue to demonstrate the talent, determination and dedication within British Taekwondo.

Our medallists at the World Taekwondo Poomsae Championships in September were a particular source of pride, showcasing their abilities on the international stage and highlighting the strength of our Poomsae community.

Strengthening our foundations and looking ahead

The past year has also been a period of rebuilding and renewed momentum. Following a challenging period, we are encouraged by signs of growth across the organisation, supported by the continued determination of our clubs and instructors.

We will continue listening to feedback, identifying where improvements are needed and ensuring that our systems make it easier for clubs to manage their activities and deliver positive experiences for their members. This work forms part of our wider responsibility to build an organisation that is responsive, sustainable and equipped to meet the needs of a growing and diverse community.

The Board will continue to focus on strong leadership, governance, clear responsibilities and sound decision-making, while ensuring that our priorities remain connected to the needs of our members. We recognise that progress requires collaboration across the organisation, with staff, clubs, instructors, volunteers and athletes all playing an important role in shaping our direction. By working together, we can address the challenges ahead, make the most of new opportunities and ensure that our decisions support the long-term health of Taekwondo in the UK.

As we look forward, our ambition is to build on the progress made during 2025/26, continue growing participation, strengthen our clubs and improve the experience of being part of British Taekwondo. We want to ensure that people from all backgrounds and at every stage of their Taekwondo journey feel welcomed, supported and able to reach their potential.





On behalf of the Board, I would like to thank Dave and the staff team, our clubs and instructors, volunteers, officials, athletes, families and members for their continued commitment to British Taekwondo.

Your contribution makes our organisation what it is, and the strength of our community gives us confidence as we look to the future. We have much to build on, and I look forward to working with you all as we continue to develop a stronger, more inclusive and sustainable future for Taekwondo across the United Kingdom.

Eamonn O'Rourke
Chair, British Taekwondo



Chief Executive's Annual Report

As I reflect on my first 12 months as Chief Executive of British Taekwondo, I thank everyone for the warm welcome and support. I am struck by the passion, generosity and commitment of the people who make Taekwondo in the UK what it is.

Getting to know the British Taekwondo community

This has been a year of learning, listening and building relationships, as I have gained a greater understanding of our Martial Art, our clubs and the communities that sit at the heart of British Taekwondo.

The relationship between British Taekwondo and the community is essential if taekwondo in the UK is to grow. Over the last 12 months this has been strengthened and we are focused to further improving this.

One of my initial observations is the diversity within Taekwondo which is fantastic to see. Taekwondo brings together people from all backgrounds and this is something really special I am keen that we celebrate and embrace as much as we can. We have the power to unite people through this shared passion and this is a real strength we should be proud of.

I have spoken to many clubs this year and it is clear how much passion there is from the community to help grow and improve Taekwondo. My commitment is to help British Taekwondo be a strong NGB for our members and clubs.

We are very fortunate to have such a committed community, leading fantastic clubs, delivering safe and positive activities helping people progress and delivering great events.

We know there are challenges to address, but there is also a real sense of opportunity. By listening to our members, strengthening the way we work and building on the commitment already present across our community, we can create a stronger organisation that is better equipped to support Taekwondo throughout the United Kingdom.

Safeguarding at the heart of our organisation

Keeping people safe is a key objective and remains central to our collective delivery. A significant milestone during the year has been British Taekwondo's successful achievement of the NSPCC Sport Safeguarding Standards - Level 1. This is an important recognition of our ongoing commitment to creating a safe, positive and inclusive environment for everyone involved in Taekwondo, particularly children and young people.

I would like to thank everyone who has contributes to this work, particularly those who take responsibility for safeguarding within their clubs and give their time to help protect others.

Learning, connecting and growing together

Bringing our community together to share knowledge and experience has also been an important part of our development. In February 2026, we hosted our first-ever Club Development Summit, creating a dedicated opportunity for club representatives to come together, discuss the challenges they face, learn from one another and explore ways to strengthen their clubs.

We want our clubs to feel connected to the wider organisation and confident that their experiences and feedback can help shape our work. Building on the first Summit, we look forward to welcoming our community back for the next Club Development Summit on 31 January 2027, continuing the conversation and supporting clubs to grow and thrive.

Alongside this, our continued development of Sport:80 has been an important part of improving the way British Taekwondo operates. As our understanding of Sport:80 continues to grow, we have an opportunity to improve processes, strengthen membership management and make it easier for clubs to engage with the organisation.

Celebrating our sport on the national and international stage

Our athletes' achievements on the international stage have been another source of great pride this year, with the medals won by our athletes at the World Taekwondo Poomsae Championships and the Cadets European Championships two significant highlights over the past 12 months

Closer to home, our events continue to provide some of the most visible expressions of the strength and diversity of British Taekwondo. The British International Open in April 2026, alongside the National Kyorugi and National Poomsae Championships, brought our communities together to celebrate the skill, dedication and spirit of our sport.

These events create opportunities for athletes to challenge themselves, for coaches and officials to share their expertise and for clubs, families and supporters to celebrate the achievements of their members.



May also brought a landmark moment for Poomsae in the UK, with the London International Poomsae (G-1) and Para Taekwondo (G-2) event hosted alongside the President's Cup (G-3).

These occasions demonstrate the value of hosting major events at home, creating opportunities for our members to compete, develop and connect with the wider Taekwondo community.

We also celebrate the continued success of athletes progressing through GB Taekwondo, where people from across the British Taekwondo community continue to contribute to Great Britain's achievements.

Their progress reflects the work of athletes, coaches, clubs and support networks, and demonstrates the importance of the relationship between grassroots participation and elite performance.

We are incredibly fortunate to have so many dedicated members within our Technical Departments who give their time and skills to support the continued development of our sport. Their continued dedication ensures we can strengthen our delivery and support grassroots Taekwondo clubs across the UK.

We would like to extend our sincere thanks to everyone who has contributed, taken on new responsibilities or continued to support our Technical Departments over the past 12 months.

Your commitment, passion and willingness to give back to the Taekwondo community is invaluable, and we look forward to building on this work together going forward.

Looking ahead

Looking ahead, my commitment is to work hard to ensure that British Taekwondo continues to grow and develop and be a strong National Governing Body for the community.

We will continue to look at improving our membership offer and the services we provide as the National Governing Body of Taekwondo in the UK, and engage with clubs and instructors to further build unity and collaboration. This will include improved governance within the Technical delivery of Taekwondo and improved support from British Taekwondo to the Volunteer Departments.

Thank you to our Board, staff team, clubs, instructors, coaches, officials, volunteers, athletes, families and members for everything you contribute to British Taekwondo.

This has been a year of learning, development and growth, and I look forward to carrying that momentum into the year ahead as we continue working together to build a stronger, more inclusive and sustainable future for Taekwondo across the United Kingdom.

Dave Marshall
CEO, British Taekwondo

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Safeguarding & compliance

Safeguarding remains a central priority for British Taekwondo, with significant progress in strengthening the systems, standards and support that help provide a safe and positive environment for everyone involved in our sport.

A major milestone this year was British Taekwondo achieving **Level 1 of the NSPCC Standards for Safeguarding and Protecting Children in Sport.** We are incredibly proud of this achievement and the work that has gone into reaching this standard. We will continue to build on this progress and strengthen safeguarding across our sport.

We have continued to strengthen our network of Club Welfare Officers. From January 2026, clubs have been required to have a Club Welfare Officer as part of affiliation or re-affiliation, alongside clearer training requirements and improved monitoring. We have also worked to make safeguarding training more accessible, helping clubs and volunteers develop the knowledge and confidence to respond appropriately to concerns.

Our Safeguarding Children Policy and Safeguarding Adults Policy have both been reviewed and strengthened. We have also significantly expanded the safeguarding guidance, resources and supporting materials available on the British Taekwondo website, giving clubs, coaches, Club Welfare Officers, parents and members clearer and more accessible safeguarding information.

In October 2026, we launched a new safeguarding reporting system, making it easier for members, parents, clubs and volunteers to raise concerns directly with British Taekwondo. Scannable QR codes provide instant access from a mobile device, and clubs will be provided with materials to display locally, making reporting routes more visible and accessible.

Alongside safeguarding, we have continued to strengthen our compliance and data protection arrangements, supporting good governance across the organisation.

A special thank you goes to our Club Welfare Officers, particularly those who continue to volunteer their time at domestic and national events. Their commitment makes an invaluable contribution to creating a safer and more supportive environment across our sport.

We would like to thank everyone who continues to support safeguarding work within British Taekwondo, and those who find the courage to speak up and share their concerns. Safeguarding is everyone's responsibility, and we are incredibly grateful for your commitment and proud of the progress we continue to make together.



Poomsae Performance

British Taekwondo continued to shine domestically and on the international stage.

International Representation

Great Britain produced an historic performance at the 2026 World Taekwondo Poomsae Championships in Chuncheon, Republic of Korea, securing one gold, one silver and one bronze for the first time at a single World Championships, finishing 12th in the overall medal table.

Highlights included Ali Pourtaheri, who became World Champion in the O65 Individual Male division, securing Great Britain's first World Poomsae gold medal in 15 years. Simon Negus followed with an outstanding silver medal in the U60 Individual Male division, while the O60 Female Team of Gini Brown, Pina Petrillo and Jenny Furness completed the medal haul with bronze.

A 34-strong team represented 19 British Taekwondo clubs, as athletes took on the world's leading Poomsae competitors across five days of competition. The results marked a significant milestone for British Poomsae, recognising the dedication of the athletes, coaches and clubs while demonstrating the continued strength and development of Poomsae in Great Britain.

GB Poomsae Team for the 2026 World Taekwondo Poomsae Championships



Pairs

Athletes	Division	Clubs
Alexandra Stefaniak Augustine Kwon	U14 Pair	Kang Han Nomad
Evie Co Gabriel Casaclang	U17 Pair	Stevenage Taekwondo Win Taekwondo
Olivia McGeoch Nino Ontoy	U30 Pair	Gajok Taekwondo Manx Taekwondo
Wenqi Li Alasdair Cox	U50 Pair	PremierKi PremierKi
Gini Brown Mike Pejic	U30 Male	Bluewave Pejic Taekwondo

Individual

Athlete	Division	Club
Eddie Sobiecki	U14 Male	Total Taekwondo
Fearne Corkish	U14 Female	Kang Han
Louis Exton	U17 Male	PremierKi
Cuba Wilson	U17 Female	NTC – Nottingham
Zaw Torley	U30 Male	Arumchan Korea
Adrianna Beard	U30 Female	PremierKi
James Barrett	U40 Male	NTC – Nottingham
Wenqi Li	U50 Female	PremierKi
Ajay Singh Rawat	U50 Male	LTA Lions
Simon Negus	U60 Male	PremierKi
Wayne Nicklin	U65 Male	Shins Academy
Pina Petrillo	U65 Female	Choson Taekwondo
Ali Pourtaheri	O66 Male	PremierKi

Teams

Athletes	Division	Clubs
Alexandra Stefaniak Fearne Corkish Brooke Kirlew	U14 Female Team	Kang Han Kang Han Dorset Taekwondo
Augustine Kwon Christian Casaclang Eddie Sobiecki	U14 Male Team	Nomad Win Taekwondo Total Taekwondo
Evie Co Erin Bannon Sun-Yi Kelly	U17 Female Team	Stevenage Taekwondo Ascend Taekwondo Nomad
Gabriel Casaclang Louis Exton Peter Sellwood	U17 Male Team	Win Taekwondo PremierKi Central Taekwondo
Renee Marshall Natasha Wilson Adrianna Beard	U30 Female Team	Nomad Central Taekwondo PremierKi
Nino Ontoy Zaw Torley Timi Akinrele	U30 Male Team	Manx Taekwondo Arumchan Korea Nomad
Ajay Singh Rawat Alasdair Cox James Barrett	U50 Male Team	LTA Lions PremierKi NTC - Nottingham
Simon Negus Surath Lama Mark Pawlett	U60 Male Team	PremierKi Highland Taekwondo Sanshin
Ali Pourtaheri Wayne Nicklin Mike Pejic	O60 Male Team	PremierKi Shins Academy Pejic Taekwondo
Gini Brown Jenny Furness Pina Petrillo	O60 Female Team	Bluewave PremierKi Choson Taekwondo

Para Poomsae performance

The GB Para Poomsae Team continue to excel and enjoyed an outstanding weekend at the 2026 London Open and World Taekwondo President's Cup, held at Lee Valley Athletics Centre in May.

Competing against international opposition across two days of G-Class competition, the squad demonstrated the strength and depth of British Para Poomsae, securing the second-place team trophy at both events.

At the London Open, the team collected four gold medals and a bronze, with Peter Sellwood, Summer Waheed, Iona Craig and Sam Carrington all taking gold in their respective categories.

The success continued at the President's Cup, with Summer, Iona and Sam securing further gold medals, while Peter and Bradley Brockies claimed silver and bronze respectively.

These results reflect the dedication and hard work of the athletes and coaching team, as well as the continued development of British Taekwondo's Para Poomsae pathway, providing athletes with opportunities to compete at the highest level and establish themselves on the international stage.



Our 2026 World Taekwondo Poomsae Championships medallists:
(L-R) Ali Pourtaheri (O65 Individual Male Champion), Gini Brown, Pina Petrillo, Jenny Furness (O60 Female Team Bronze), and Simon Negus (U60 Individual Male Silver)



P21 athlete Peter Sellwood wins gold in the London Open Poomsae, with Bradley Brockies also earning bronze as Great Britain won the 2nd place Para Team Trophy

Domestic growth and pathway development

Poomsae participation across the UK continues to grow, supported by the ongoing development of British Taekwondo's national performance pathway.

Throughout 2026, Regional Performance Camps were delivered across England, Scotland, Wales and Northern Ireland, providing athletes from across the country with opportunities to train alongside their peers, access experienced national-level coaches and further develop their technical ability. These sessions continue to play an important role in strengthening the pathway, widening access to performance opportunities and supporting the next generation of Poomsae athletes.

Between November 2025 and 2026, we saw 1878 attendees at these Camps across the UK, representing a growth of 30.1% from the previous 12 months.

This growth has been reflected in the improving standard of Poomsae performances and the quality of training delivered year on year, demonstrating the positive impact of the camps in developing athletes, raising performance levels and strengthening the overall Poomsae pathway across the UK.

Looking ahead

Looking ahead to 2027, we will continue to build on the progress made across the Poomsae Performance Department, with a focus on strengthening performance, expanding opportunities and ensuring the continued growth of the discipline across the UK

Key priorities include:

- Preparing athletes for the 2027 European Championships, providing the support and development opportunities needed to compete on the international stage and build on our recent success.
- Continuing to progress the Para Poomsae programme, ensuring the sport remains inclusive and accessible to athletes of all abilities.
- Building on the success of the Inter-Regional Championships, with the competition continuing as an important part of the domestic calendar and athlete development pathway.
- Our ambition remains to create a strong and inclusive Poomsae Performance structure, bringing together clubs, instructors and athletes to raise standards, develop talent and provide opportunities for everyone to progress and achieve their potential.

Poomsae Referees

Throughout 2026, British Taekwondo Poomsae officials supported a wide programme of domestic and international competition.

World Taekwondo Poomsae Championships

The World Taekwondo Poomsae Championships took place in Chuncheon, South Korea, from 16–20 September 2026.

Master Kambiz R. Ali MBE served as a World Taekwondo International Poomsae Referee, while Master Carolina Barros Clark supported the event as a Competition Management Official.

Their appointments highlighted British involvement at the highest level of the sport and provided experience to share with the UK officiating community.

National Poomsae Championships and Club Events

The 2026 British National Poomsae Championships saw 43 referees – 30 International and 13 National – support six courts across both days. This combination of international expertise and national development contributed to consistent officiating and a successful event.

Dr Said Khelwatty served as Technical Delegate, working closely with Chief Referee Master Kambiz R. Ali MBE and the Organising Committee. Their cooperation helped maintain clear communication, effective court operations and the application of current competition rules.

National and International Poomsae Referees supported club, regional and national events across the UK throughout 2026, with a total of 15 British Taekwondo Poomsae events taking place over the past 12 months.

The London International Open G1, Para Poomsae G2 and WT President's Cup Europe G3 in May brought together International and National Referees. Nine British International Referees and seven British National Referees attended the event.



Master Kambiz R. Ali MBE and Master Carolina Barros-Clark represent Great Britain at the 2026 World Taekwondo Poomsae Championships

Courses, refreshers and development

A programme of online education and practical development helped referees keep their knowledge current throughout 2026.

In February, Master Carolina Barros Clark and Master Gillian Waite attended an international Poomsae referee refresher in Vietnam. Other activities included Freestyle education, National Class 2 and Class 3 qualification and refresher training, online scoring practice, WT rule updates, accuracy and presentation scoring, and event preparation.

London Taekwondo Academy (LTA), also hosted an all-class National Poomsae Referee Course and Q&A in November 2026, supporting Class 1, Class 2 and Class 3 candidates and refresher participants.

The programme combined rules clarification, accuracy and presentation scoring, and practical judging exercises.



A huge thank you to Chief Referee Kambiz R. Ali MBE and Technical Delegate Dr Said Khelwatty and all the referees who contributed towards a successful 2026 National Poomsae Championships

International referee progression

In 2026, Master Kambiz R. Ali MBE and Master Carolina Barros Clark were both promoted from Class 3 to Class 2 World Taekwondo International Poomsae Referees. Their progression reflects their continued commitment to international officiating, education and professional development.

Following the 65th World Taekwondo Poomsae International Referee Seminar in Tirana, Albania in September 2026, five British Taekwondo officials achieved International Poomsae Referee status:

Grand Master William Crouch; Master Darren Naraine; Master Abdul Hamid Qoreishi; Siew Kim Lee; and Aaron Leith.

This milestone strengthened the UK's international referee pathway and recognised their dedication to education and assessment.

Master Kambiz R. Ali MBE and Master Carolina Barros Clark also became members of European Taekwondo Union (ETU) committees in 2026, extending their contributions to the development of Taekwondo beyond national competition and referee education.



Congratulations to our five new International Poomsae Referees who attended the 65th World Taekwondo Poomsae International Referee Seminar in Tirana, Albania in September 2026

Master Kambiz R. Ali earns MBE recognition

We would like to congratulate Master Kambiz R. Ali MBE, an active member of the British Taekwondo Poomsae Referee Department, on his appointment as Member of the Order of the British Empire (MBE) in the King's New Year Honours 2026 for services to the sport of Taekwondo and the community in Harrogate, North Yorkshire.

The honour recognises his longstanding contribution to Taekwondo and the wider community.

International representation

Event	UK Referees
German Open Poomsae G1	5
Bulgarian Open G2	2
Türkiye Open G1/G2	3
Skopje Open Ramus G1	1
Danish Open Poomsae Championships	7
Portuguese National Poomsae Championships	3
Pahang Open International Taekwondo Championship	1
Austrian Open G1	3
Daegu World University Taekwondo Festival	1
Nazaré Taekwondo Beach Championship	1
Belgian Open G1	2
European Universities Combat Championships	1
World Taekwondo Poomsae Championships	2
Svenska Cupen	1
Croatian Open G1	3

Thanks and future priorities

Master Muhammad Bilal Naqshbandi left the Poomsae Referee Department before the 2026 British National Championships. The department sincerely thanks Bilal for his work, commitment and support over the past few years, and wishes him every success in the future.

The department will continue to support referee education, mentoring and progression; promote consistent application of World Taekwondo rules; and create opportunities for National Referees to gain practical experience at domestic events and international competitions.

Sport Performance

The Sport Performance Department continued to build on its foundations throughout 2025–26, delivering consistent growth across its elite programme and development pathways while creating further opportunities for athletes to develop their skills, gain international experience and prepare for the demands of competition.

This progress reflects the dedication of our coaches and the wider Taekwondo community, as we remain committed to nurturing the next generation of British talent.

Kyorugi participation and programme growth

The elite programme maintained strong engagement, attracting more than 50 attendees each month and reaching a peak of 83. Across the year, 826 entries were recorded, representing growth of 11.1% compared with 2024/25.

The British Taekwondo Development Camps also continued to rise in popularity both in London and Manchester, welcoming 629 attendees over the past 12 months. This demonstrates the strength, ambition and commitment of the next generation within our community, with more athletes taking advantage of opportunities to develop within a high-performance environment.

This continued growth reflects strategic investment in inclusive, high-quality programming and supports British Taekwondo's long-term vision to become a world-leading National Governing Body.

International experience and achievement

One of the highlights of the year was an international training camp in Estonia, bringing together 34 British athletes alongside representatives from nine different countries. The camp provided an invaluable opportunity to experience different training environments, test themselves against international opposition and develop the confidence needed to compete on the world stage.



Congratulations to Taekwondo Machine's Ali Asef who won bronze at the 2025 European Cadets Championships!

The programme was further strengthened by guest coach Steve Jennings and also the Kazakhstan National Team Coach delivering sessions, their experience and expertise added significant value. The Department plan to attend this camp again in 2027.

There was also success on the international stage, with Ali Asef of Taekwondo Machine claiming bronze at the 2025 European Cadets Championships in Athens, Greece. This was a fantastic achievement and recognition of the hard work and dedication being invested in our performance pathways.

Developing the next generation of coaches

The department continues to recognise the importance of investing in the people who will shape the future of Taekwondo, with Sport Performance coaches Daniel Flesher and Josh Calland completing the i-Coach course over the past 12 months, as we take important steps to strengthen the next generation of coaches.

Sharing knowledge and experience is essential to ensuring the continued progression of athletes and the wider sport.

Looking ahead

As we welcome a new cohort of athletes for 2026/27, the department is looking to build on this progress through greater investment in education, knowledge-sharing and wider athlete support.

Planned Coach Education and Parent Education opportunities will provide opportunities to share experience, explore the current state of Taekwondo and consider how best to support athletes throughout their journeys.

The department will also introduce specialist input from a sports psychologist, supporting athletes, coaches and parents in areas such as managing pressure and developing the right mindset, alongside nutritional education to help athletes better understand the demands of high-performance sport.

With participation continuing to grow, international opportunities expanding and a greater focus on developing the entire performance network, the Sport Performance Department looks ahead with ambition and a clear commitment to helping the next generation of British athletes achieve their potential.

Sport Referees

We are continually inspired by the outstanding dedication of our Kyorugi Referee Family. Their steadfast commitment to supporting national and international events, combined with their exceptional professionalism and integrity, contributes immeasurably to the success of our sport.

Education and training

Our education programme continues to grow, with six Level 3 courses and three Level 2 courses delivered, including a level 3 course in Northern Ireland, resulting in more than 100 referees being trained or upskilled.

The Fast Track Programme has also continued to thrive, with one of our candidates becoming one of only two referees to achieve International Referee status this year. This programme has proved invaluable in identifying talented individuals amongst our coaching and athlete communities and as always we encourage all eligible members to explore this opportunity.

Looking ahead, the future remains bright. Several of our referees are currently on track to attain international qualification in the coming months, reflecting the strength of our development pathway and the commitment of those striving to reach the highest levels of officiating.

Strategic Development

As we strive to continue our progress on the 10-year plan to grow the size and quality of our Referee Pool, this year we have:

- Supported 18 domestic competitions
- Delivered training to strengthen regional Referee coverage
- Delivered two free Level 2 courses to Officials with a third planned in the new year
- Our commitment to building a sustainable, inclusive and high-performing referee community remains steadfast.

Competitions

The British International Open continues to go from strength to strength, as we welcomed teams from across the world. Feedback was overwhelming positive and has further cemented our reputation for delivering excellence in both officiating and delivery.

The 2026 British Taekwondo National Kyorugi Championships was a resounding success with positive feedback from all stakeholders, and showed our Refereeing Family's commitment to being the best they can be.

Our International Referees have continued to represent us on the global Taekwondo stage, officiating at both European Taekwondo and World Taekwondo events.

Domestically, our International Referees have supported the GB Academy, development days, Fighting Chance weekends, as well as our National referees on their development pathways.

We are continually inspired by the outstanding dedication of our Kyorugi Referee Family. Their commitment to supporting national and international events, combined with their exceptional professionalism and integrity, contributes immeasurably to the success of our sport.

Through their tireless service and unwavering commitment to excellence, they embody the values and principles that define Taekwondo.



A huge thank you to Chief Referee Jo Leach-Flanagan, Technical Delegate Peter Adamsons and their team of referees who made the 2026 National Kyorugi Championships such a success

Development

2026 was a year of strategic planning for growth, consolidation and a focus on stronger engagement across the Taekwondo community

A key focus throughout the year was the development of a new growth plan designed to support sustainable participation and membership growth. The plan places a renewed emphasis on enhancing membership value, introducing growth incentives and recognition opportunities, improving operational systems, and developing targeted products and programmes that better support clubs, coaches and participants at every stage of their Taekwondo journey.

Overview

The team continued to strengthen national delivery, align education and technical systems, and maximise the impact of Sport England and partner investment. A significant outcome has been the creation of an integrated structure linking club development, education, inclusion and regional engagement.

This has delivered greater consistency in programme design, improved access to resources for clubs, and more effective monitoring of participation and impact.

Investment through Sport England, Manchester Active and local partnerships continues to underpin growth, supporting community expansion, inclusion initiatives and the creation of new participation products.

These developments have laid strong foundations for sustainable and inclusive growth across all areas of Taekwondo activity.

Schools - Kick for Change

The Kick for Change initiative - a 12-week school-based programme - continued to develop during 2026.

Designed for primary schools, it equips qualified coaches to deliver curricular and extracurricular sessions that reflect Taekwondo's values and fundamental skills; increasing participation and elevating the interest in Taekwondo.

Building on previous delivery, the programme has been refreshed to provide easier sign-up, streamlined administration and simplified programme management for clubs and coaches.

The revised programme creates a more accessible route into schools while increasing opportunities for sustainable club growth and participant recruitment.

University engagement

During 2026, British Taekwondo increased engagement with the university sector to explore new opportunities for collaboration, participation and club development.

This work has looked to establish a strong platform for future growth and will remain a key development priority moving forward.

Taekwondo Tots

Following extensive consultation and feedback from clubs, the Tots Taekwondo programme has been refreshed and streamlined to make delivery easier and more accessible.

The updated programme removes barriers to sign-up, simplifies programme administration and management, and provides clubs with greater flexibility when delivering sessions to younger participants.

The programme continues to provide a structured, age-appropriate introduction to Taekwondo while supporting long-term participant retention through a dedicated membership pathway. Further enhancements and resources will continue to be rolled out during 2027.





Club Development, Products and Support

2026 saw the highest levels of club engagement and collaboration to date, with increased face-to-face visits, regional meetings, online webinars and direct support initiatives helping clubs develop, share best practice and address local challenges.

The year also saw the successful delivery of the first British Taekwondo Club Summit, bringing clubs together from across the country to discuss development opportunities, share experiences and help shape future priorities for the organisation.

Club growth remained positive, with a steady flow of newly established clubs joining the British Taekwondo network alongside existing clubs affiliating from outside organisations.

This reflects increasing confidence in the support, opportunities and services available through membership.

Scotland development

Throughout 2026, British Taekwondo worked closely with Scottish clubs and stakeholders to support the development and growth of Taekwondo in Scotland.

This has included strengthening relationships with clubs, identifying development opportunities, supporting coach and club initiatives, and exploring new ways to increase participation and engagement across the country.

Ongoing collaboration with Scottish clubs will continue to ensure opportunities for growth are identified and supported at both local and national levels.

Disability and inclusion

2026 delivered several important milestones in inclusive sport delivery and Para Taekwondo development:

• Publication and implementation of the Disability Inclusion Action Plan (DIAP) in line with Sport England funding requirements.

• Establishment of the Equality, Equity, Diversity and Inclusion Board and Autism Advisory Group to embed lived experience and best practice into policy development.

• Draft of new Autism and Deaf Sport and guidance for clubs and coaches.

• Continued work on the draft Transgender Policy to ensure inclusive and evidence-based governance.

• Delivery of an international World Taekwondo Para Coach Course alongside classification activity at the London Open.

• Increased Para Taekwondo participation across British Taekwondo National Championship events.

• Training and certification of additional Domestic Para Classifiers, improving national classification capacity and consistency.

Partnerships with SportExcel have enabled P20 domestic and international classification opportunities, supporting athlete progression and increasing access to competitive pathways, including opportunities within the Virtus system.

The focus for 2027 will be to further embed inclusive practice, expand participation pathways for para-athletes and continue developing resources and CPD opportunities for coaches.



We continue to make efforts to make Taekwondo accessible to everyone across the UK

Manchester development

With continued support from Manchester City Council, Manchester Active and Sport England, British Taekwondo's presence in Manchester has continued to evolve as a significant community development hub.

During 2026, considerable progress was made in advancing the Manchester programme, with targeted investment secured for social impact projects focused on women and girls' participation and community safety initiatives. These programmes utilise Taekwondo as a vehicle for positive social change, increased physical activity and stronger, safer communities.

Regular school sessions, new club openings and collaboration with GB Taekwondo have expanded participation opportunities and created valuable development pathways for young and female coaches.

Partnership working with local leisure provider GLL has enabled the launch and development of community clubs across the city, increasing accessibility to Taekwondo while providing instructors with valuable leadership and delivery experience.

The successful Community Safety Project pilot demonstrated the potential of Taekwondo to strengthen community cohesion and support safer neighbourhoods, with plans in place to expand delivery across Greater Manchester during 2027.



Jeon-sa Taekwondo, Stockport



Ultimate Taekwondo, Greater Manchester

Priorities for 2027

• **National growth plan,** focused on increasing membership value, introducing growth incentives and recognition programmes, and supporting targeted participation initiatives.

• **Club Summit,** building on the success of 2026 and enhancing opportunities for clubs to collaborate and share best practice.

• **Tots Taekwondo and Kick for Change,** continue rollout of programmes with simplified administration and improved user experience.

• **Universities and student sport,** strengthening partnerships to support membership growth and participation.

• **Para Taekwondo**, expanding participation pathways and competitive opportunities.

• **Manchester Community Safety Project,** scaling up this and women and girls' engagement initiatives.

• **UK-wide growth,** Continuing to support development and of Taekwondo across Scotland and work closer with club in Wales and Northern Ireland.

•**Enhance membership value**, developing new products, services and opportunities that enhance British Taekwondo membership and support long-term retention and growth.

Events

2026 was a year of strengthening the foundations of British Taekwondo's competition programme.

Alongside delivering the flagship events in our calendar, significant progress was made in modernising the systems and structures supporting events and creating new competition opportunities for members.

Event sanctioning and My Club Hub

A major focus was the development and launch of event sanctioning through My Club Hub. The new process brings applications, event classifications, eligibility requirements, declarations and payments together within the membership platform, reducing manual administration and creating a more integrated approach for event organisers and British Taekwondo.

Building on this work, British Taekwondo is establishing an **Event Review Taskforce** to review the wider sanctioning framework and standards for club-event delivery.

This will consider how British Taekwondo can support a stronger competition calendar while establishing appropriate and consistent expectations around safety, officiating, event delivery and participant experience.

Developing the competition calendar

The introduction event sanctioning through My Club Hub provides a stronger framework for the domestic calendar, covering national championships, club opens and smaller competition formats.

This work, together with the forthcoming Event Review Taskforce, provides an opportunity to strengthen support for event organisers while improving consistency across sanctioned competitions.

2027 World Taekwondo Grand Prix

Preparations for the Manchester 2027 World Taekwondo Grand Prix progressed with the appointment of former British heavyweight champion Joel Lavery as Chair of the event board. Specialist delivery roles were also appointed, and key objectives set to guide the event through planning in 2027.

National Championships

The National Kyorugi and Poomsae Championships continued to develop during 2026. There was an increased emphasis on working with the community, from senior technical roles, to volunteering and utilising the experience of club leaders.

These events remain at the centre of the domestic calendar and continue to provide an important opportunity to showcase the best of competitive Taekwondo. With the support of the community these flagship events are occasions we can all take pride.

International competition opportunities

Work continued to increase opportunities for British athletes to compete at international level on home soil. The London Open progressed to G-class competition, providing Poomsae athletes with access to international ranking competition in the UK.

Planning also progressed for the 2027 international calendar, with applications submitted to World Taekwondo for the British International Open (Kyorugi) and London Open (Poomsae)

University Taekwondo

British Taekwondo also progressed its work with BUCS to develop the university competition pathway. Proposed changes to the competition format and categories received positive member feedback and approval for 2026/27.

We are in detailed discussions with BUCS to bring the BUCS Taekwondo Championships back to the calendar in early 2027 and will be seeking support from the community to bring this event to life.



The team behind the events. A massive thank you to everyone who make these days so special!

Key activities and achievements

British Taekwondo International Open (G1)

Working alongside Manchester Active and GB Taekwondo, this prestigious World Taekwondo G1-ranked competition brought together high-level athletes from around the world. Hosted in Manchester, the event further demonstrated British Taekwondo's ability to deliver international-standard competitions.





London Open Poomsae G1, Para Poomsae G2 and WT President's Cup Europe G3

A significant milestone for Poomsae in the UK. Held at Lee Valley Athletics Centre on 2–3 May, the weekend brought three international-ranking competitions together, attracting athletes from across Europe and beyond. This landmark achievement further strengthened the UK's position on the international Poomsae stage and showcased the continued growth and reputation of our Poomsae community.

British Taekwondo National Kyorugi Championships

Returning to Manchester Velodrome in October following its sell-out spectator attendance at EIS Sheffield in 2025, this event continued to attract strong interest from across the Kyorugi community. The event built on its previous success, with improved operational delivery and enhanced spectator experience, providing another platform to celebrate the talent, commitment and quality of athletes across British Taekwondo





British Taekwondo National Poomsae Championships

Returning to David Ross Sports Village for the second successive year, a significant increase in entries reflects the ability of the event to provide athletes with a strong platform to showcase their abilities, with the standard of competition continuing to rise and the strength of the British Poomsae community evident throughout.

Regional & grassroots events

An Event Review Taskforce is being established to strengthen the sanctioning framework, improve consistency and support a safe, high-quality competition calendar across the UK. We look forward to an exciting event schedule in 2027.



Membership and engagement

Between November 2025 and November 2026 we have seen British Taekwondo membership increasing by 872 to reach 15810 members across 547 clubs.

This growth reflects the strength of the organisation's club network and the continued commitment of clubs, coaches and members to developing Taekwondo across the UK.

British Taekwondo's role remains focused on creating value and opportunity across this network, providing the support, services and infrastructure that enable clubs and members to thrive.

From robust safeguarding and governance support to membership services and insurance, the organisation continues to deliver essential provisions that help create a safe, well-supported and sustainable environment for Taekwondo.

Engagement and retention

Membership retention remains a key priority for British Taekwondo as households face financial pressures and competing demands on leisure spending. Our approach balances affordability for members with sustaining essential services and supporting the sport's continued development.

The retention rate for new and renewing members across our clubs increased by 2% between 2024/25 and 2025/26 - a modest but positive improvement in keeping members within our community.

For 2026, a 5% increase in the annual membership fee for regular members was introduced, taking the cost from £30 to £31.50. This measured adjustment supports the ongoing delivery of core services and development initiatives, while maintaining a considered approach to membership costs and providing continued value to clubs and members.

The Sport:80 platform also continues to provide clubs with flexibility in how they manage membership administration. Many clubs are making greater use of its functionality, with some enabling members to manage their own renewals and accounts, while others retain a more centralised approach.

This flexibility recognises the different needs and administrative structures of clubs across the country, helping to make membership management more accessible and efficient while supporting British Taekwondo's wider commitment to member value and service.



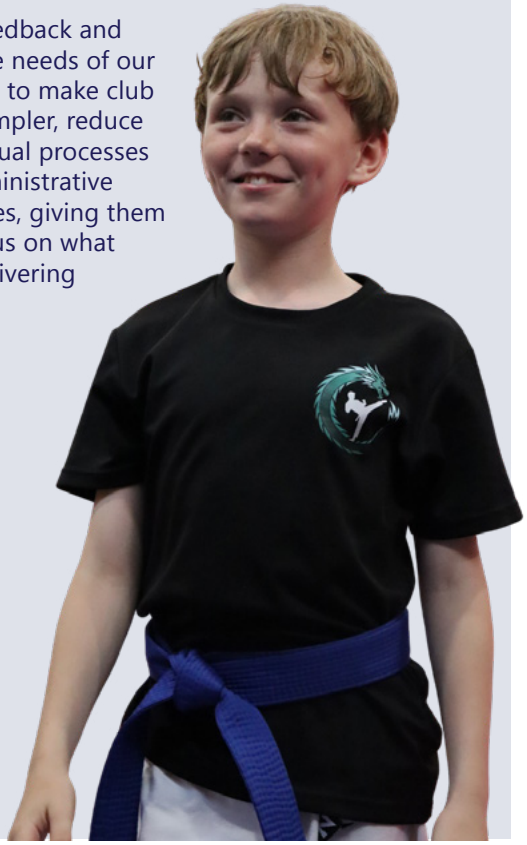
Evolution of the Sport:80 system

The Sport:80 My Club Hub system continues to play an important role in British Taekwondo's digital development, offering much more than a platform for registering members. Its functionality enables clubs to collect membership fees, organise and manage events such as gradings and additional training sessions, and provide straightforward sign-up and payment processes.

We continue to invest time in developing and improving My Club Hub to ensure the system remains up to date, effective and suited to the unique responsibilities of running a Taekwondo club and being a member of British Taekwondo.

Working closely with our clubs, coaches and wider membership community is central to this process, allowing us to understand their experiences, identify areas for improvement and ensure the platform remains as relevant and practical as possible.

By listening to feedback and responding to the needs of our members, we aim to make club administration simpler, reduce unnecessary manual processes and ease the administrative burden on coaches, giving them more time to focus on what matters most: delivering Taekwondo and supporting their members.



BRITISH TAEKWONDO MY CLUB HUB SPORT:80

Future system developments

British Taekwondo remains committed to improving the Sport:80 My Club Hub platform, with several major developments due in the coming year:

• All British Taekwondo owned and sanctioned events will move into the system, reducing administrative time and removing audit requirements.

• Education Module: All education courses will be booked and paid for within the Sport:80 My Club Hub system, simplifying user journeys and ensuring instant payment and registration confirmation.

• Licensing Integration: Differentiation between membership and licences for coaches and officials, providing clarity and further streamlining processes.

These enhancements will further professionalise operations, reduce administrative burden, and enhance the member experience.

Membership offer and strategic direction

British Taekwondo continues to review and develop its membership offer to ensure it delivers value for clubs, coaches and members. Working alongside our community remains central to this approach, allowing us to understand the needs and challenges faced across the organisation and provide the support, opportunities and services that help them get the most from their membership.

Our focus remains on maintaining a membership structure that is fair, transparent and sustainable, balancing affordability with the need to invest in the services and resources that support the continued growth of Taekwondo. This measured approach helps provide stability and confidence across the organisation while ensuring we can continue to support our clubs and members in everything they do.

Key enhancements delivered in 2025/26

Club administration and communications

- **Bulk renewals:** Club administrators can renew multiple memberships at once with a single action.
-
- **Group of Clubs product:** Designed for instructors and multi-venue operations, this helps groups of clubs work more efficiently
- **Transfers and approvals:** New member and transfer approvals are managed through streamlined processes within one system.
- **Renewal reminders:** Regular reminders help clubs manage membership renewals and make greater use of the bulk upload functionality.
- **Integrated communications:** Clubs can send communications directly through the system, helping key updates reach members quickly and reliably.
- **Membership upgrades:** Pro-rata upgrades within the system give club owners a flexible, transparent way to upgrade members to coach membership.

Member development and coaching standards

- **Grade uploads:** Clubs can approve KUP grades directly, giving coaches ownership of their members' development records and making progress visible sooner.
- **Continuing Professional Development (CPD):** CPD is now available through Sport:80, giving members opportunities to keep knowledge and training up to date and supporting compliance within clubs.
- **Coach licences:** Introduced for all coaches and instructors at this year's National Championships, coach licences support high standards and compliance. Reminders help coaches stay up to date with requirements, while the licensing approach supports clubs in attracting new members.

Education

The rollout of the Assistant Coach Award (ACA) and Level 2 Certificate in Coaching Taekwondo has continued throughout the year, with new coaches progressing through the pathway and joining those already holding Level 2 accreditation and registered Level 2 Coach status.

The Assistant Coach Award continues to attract new coaches, providing an accessible first step into coaching and supporting the growth of the coaching workforce across the taekwondo community.

Coach education update

To further enhance the learner journey, Level 2 delivery was temporarily paused and refreshed following learner feedback. This has enabled improvements to the programme structure, resources, and overall learning experience, ensuring participants receive the highest quality support throughout their qualification.

An important development this year has been the transition of all qualification registrations to Sport:80, with both ACA and Level 2 course bookings now managed through the platform, creating a more streamlined and efficient registration process.

This continued progress places British Taekwondo in a strong position ahead of the anticipated implementation of a national coaching register through CIMSPA. We have maintained momentum and remain ahead of many other contact sports in the development and recognition of our coaching workforce. We thank all clubs, coaches, tutors, and volunteers for their continued support.

Looking ahead, the Education Advisory Group (EAG) will continue to support the development of our education pathways, bringing together experienced individuals from across the taekwondo community with strong backgrounds in education, learning, and workforce development.

Learning experience

The blended learning approach combines eLearning, practical mentoring, and supported delivery, including:

· UK Coaching's Get into Coaching programme.

· High Speed Training Safeguarding in Sport

· CrashCourse Concussion Education programme

· Learner-led session for planning and delivery.

· Enhanced digital learning through Google Classroom.

· Digitised resources, interactive content, and self-paced learning opportunities.

· Increased support materials and learner guidance informed by participant feedback.



Future focus

Looking ahead to 2027, our priorities are to:

· Publish a full calendar of Level 2 practical delivery dates in the New Year, providing greater visibility and planning opportunities for learners and clubs.

· Expand CPD and develop progression routes for Tutors and Examiners

· Further integrate education pathways with Sport:80 and compliance reporting systems.

· Align and communicate coaching qualifications with national CIMSPA standards and recognition.

· Develop additional supporting resources and optional CPD modules tailored to the needs of Taekwondo coaches (free for all level 2 coaches)

· Lowering age of entry to support more young coaches on their journey

Health, safety and anti-doping

British Taekwondo continues to support the UK Government Concussion Guidelines for Non-Elite (Grassroots) Sport using the 'if in doubt sit them out' as key messaging.

Concussion

Together with the support of Teach AIDS in the USA, British Taekwondo continues to offer it's free to use online Crash Course Concussion Education Modules. This Course is mandatory for all Class 1 & Class 2 Sport Referees and all Level 2 Coaches but it is also free to use by all members and parents etc.

With improved concussion education, our Officials, Coaches and Instructors continue to issue Head Injury 30/40/50 Day Suspension/ Protection Notices (based on age, with durations as per World Taekwondo Guidelines) whenever concussion is suspected, with 6 Notices being issued in this reporting period. (2 x 30 Day, 1 x 40 Day and 3 x 50 Day)



CRASHCOURSE
BY TEACHAIDS

BodyShot

A new BodyShot competition format based on non-head contact competition was introduced in 2025 and will continue to be utilised and reviewed in 2027.

This non-head contact format will further mitigate the risks of head kick injuries for beginner and novice grades and provide new opportunities for event hosts to increase their competition scope.

We continue to record, monitor and trend any member reported accidents/injuries with there being 23 in the period (six of these being head injuries).

British Taekwondo Clubs and Members are supported through 20 Taekwondo specific Health & Safety Guidelines and Risk Assessments as part of the British Taekwondo Member Health & Safety Management System.

Anti-doping

During the reporting period British Taekwondo maintained its 100% compliance under the requirements of the UK Anti-Doping Assurance Framework.

We continue to offer our all our members webinar/ seminar education opportunities via the British Taekwondo website and social media by accessing education offered by the UK Anti-Doping (UKAD) and International Testing Agency (ITS).

In 2027. UKAD Athlete Workshops and Coach Workshops will become mandatory for British Taekwondo GAL Athletes and GOL Coaches.

UKAD

British Taekwondo will continue to issue direct email communications to all our GAL licenced and National level Athletes and Coaches who form part of the UKAD TUE Pool for Taekwondo. These are in regard to the correct TUE processes and current WADA Prohibited Lists.

We always support the UKAD led Clean Sport Week by promoting Anti-doping messaging and education. Our Board Member Anti-Doping Lead, Matthew Barnes and our Anti-Doping Lead, Tom Stammer attended regular UKAD Workshops/Forums in the period to maintain British Taekwondo support and increase organisational learning.

Three of our senior athletes were randomly tested by UKAD at the National Kyorugi Championships held in Sheffield in October 2024. There was no testing at the 2025 and 2026 events.

British Taekwondo is committed to promoting and supporting a safe and clean environment for all our clubs, members and events.

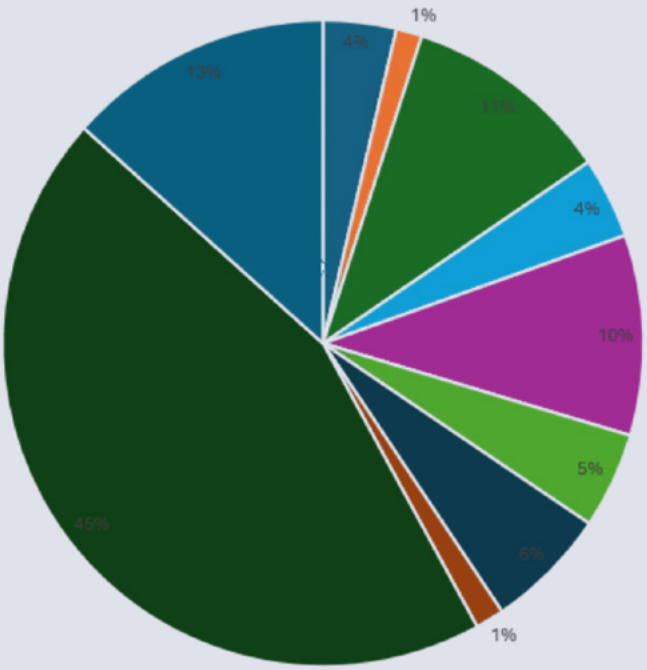
HEAD TO THE BRITISH TAEKWONDO WEBSITE TO FIND OUT MORE ABOUT ANTI-DOPING

Finance overview

The charts below provide an overview of British Taekwondo's financial position, highlighting where income is generated and how funding is distributed across the organisation.

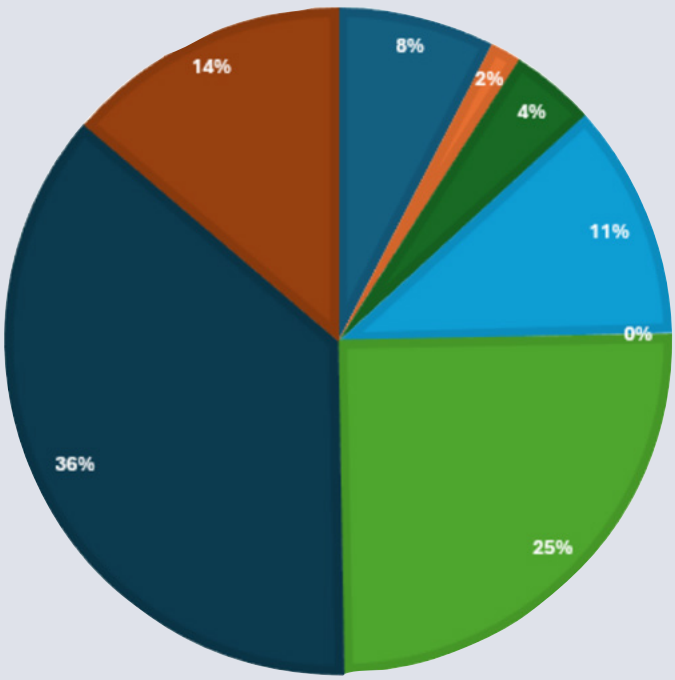
Together, they illustrate the balance between income and expenditure, showing how resources are used to support the development and sustainability of Taekwondo across the UK.

Costs breakdown per area



- Certification (Kukkiwon, Dan, Kup etc.)
- Development, education and marketing
- Events
- Finance, tax, depreciation
- Grant related activity
- Membership related activity
- Overheads
- Safeguarding and DBS
- Staff and Board costs
- Technical Departments

Income breakdown per area



- Certification (Kukkiwon, Dan, Kup etc.)
- Safeguarding and DBS
- Development, education and commercial
- Events
- Finance/investment income
- Grant funding
- Membership related activity
- Technical Departments

COMPANY REGISTRATION NUMBER: 07501788

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2026

BRITISH TAEKWONDO LIMITED

(A company limited by guarantee)

MENZIES LLP

Chartered accountants & statutory auditor
The Beehive
Lions Drive
Shadsworth Business Park
Blackburn
BB1 2QS

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

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BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The directors present their report and the financial statements for the year ended 31 March 2026.

Directors' responsibilities statement

The directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Principal activity

The principal activity of the company in the year under review was that of promoting the advancement of Taekwondo as practised by World Taekwondo (WT), the IOC recognised body for the administration of the Martial Art & Olympic Sport, for which British Taekwondo is the recognised National Governing Body in the United Kingdom.

At 31st March 2026, the Board was governed by the Articles of Association adopted on 2nd December 2023.

The business is a not-for-profit enterprise serving a network of clubs and members in promoting and practising Taekwondo to high standards.

Its principal business is to develop a range of products and services to provide membership, insurance and advancement opportunities, including the management of teams and technical officials.

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Business review

British Taekwondo's membership at the end of the reporting period stood at 14,649 made up of 13,773 participating members and 876 active coaches across 528 clubs.

A significant change to the membership system in May 2025 was followed by a reduction in club and individual members which did not recover through the 2025/26 year.

A new CEO was appointed in December 2025 and following this a review of strategy, structures and operations took place. The organisation operating plan was updated in March 2026 with a focus on improving support and services to the British Taekwondo community and aim to reverse the decrease in membership. This work includes improving the functionality of the membership system and supporting members with using it.

Direct member support, national level events and participation activity continued in the last 12 months.

These include the following:

- Increased athlete participation and progression
- Stronger partnership working with GB Taekwondo
- Growth of Poomsae and Para-Taekwondo programmes
- Increased international representation and success
- Successful delivery of national event programme
- Growth in volunteering and member engagement
- High-quality Dan grading and technical development opportunities
- Hosting of a National Kyorugi Championships in September 2025.
- Hosting of a National Poomsae Championships in October 2025.
- International representation activity and key officials' appointments for BT members on the global stage.
- Hosting of an annual awards in November 2025 celebrating achievements in Taekwondo across the UK.

Financial review

The financial performance and position of the company are detailed in the attached financial statements. At 31st March 2026, the directors report a financial position of:

- Reserves of £235,100 (2025: £334,926)

- Deficit for the year of £99,826 (2025: profit £3,877)

The Board acknowledges the loss of £99,826 which arose as a result of the move to a new membership portal. This resulted in a significant loss of membership numbers and associated income, together with over-resourcing for delivery of services to higher membership. The Board agreed on a new business plan which included engaging in a restructuring plan to reduce costs and a drive to bring membership numbers back to pre-system launch levels.

British Taekwondo underwent a staff reorganisation at the end of March 2026, which resulted in a reduction in staffing costs.

The company's main sources of income are membership subscriptions and programme support from Sport England. Membership income has reduced as a result of the move to the new portal. Sport England investment remained consistent to the previous financial year.

British Taekwondo have maintained a positive position with Sport England continuing to achieve the set investment objectives and required governance levels. The 5-year investment and support agreement with Sport England also places the organisation in a strong position to make a wider contribution to tackling inequalities in our sector and wider society.

The current Sport England investment period for National Governing Bodies comes to an end in March 2027. A 1-year extension to funding has been confirmed for 2027/28 as a slightly increased level to 2026/27.

British Taekwondo's policy is to maintain reserves at a level such that it is able to cover its financial obligations and

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

operating costs for a minimum of three months. This level of reserves was maintained throughout the year.

There are currently no concerns around British Taekwondo's ability to continue to operate as a going concern.

The British Taekwondo Board are grateful for the continuing support of its clubs and members during challenging times for the physical activities sector.

Directors

The directors who served during the year were:

M Barnes
G Biescas Rue
S Gagie
S Jennings (resigned 30 November 2025)
S Khelwatty
I Leafe (resigned 30 November 2025)
H Martin
E O'Rourke
I Tussie
M Dildar (appointed 3 October 2025)
D Marshall (appointed 1 December 2025)

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, Menzies LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on 15 October 2026 and signed on its behalf.

Signed by:
Helen Martin
F1C57226EE534E2...

H Martin
Director

Manchester Regional Arena
Rowsley Street
Manchester
M11 3FF

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH TAEKWONDO LIMITED

Opinion

We have audited the financial statements of British Taekwondo Limited (the 'Company') for the year ended 31 March 2026, which comprise the Statement of income and retained earnings, the Statement of financial position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2026 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH TAEKWONDO LIMITED (CONTINUED)

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 1, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH TAEKWONDO LIMITED (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation, and general regulations such as health and safety. We assessed the extent of compliance with the appropriate laws and regulations as part of our procedures on the related financial statement items.

- We understood how the Company is complying with those legal and regulatory frameworks by, making inquiries to management and those responsible for legal and compliance procedures.

- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations. The assessment did not identify any issues in this area.

- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:

    - Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
    - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
    - Challenging assumptions and judgements made by management in its significant accounting estimates; and
    - Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

- As a result of the above procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas:

    - Posting of unusual journals and complex transactions;
    - Misappropriation of funds through fraudulent purchase ledger;
    - Manipulation of amounts subject to significant judgements or estimate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH TAEKWONDO LIMITED (CONTINUED)

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
Menzies LLP
4F434AEBACF3487...

Mark Bradley BA BFP FCA (Senior statutory auditor)

for and on behalf of
Menzies LLP

Chartered Accountants
Statutory Auditor

Suite 16B
The Beehive Lions Drive
Shadsworth Business Park
Blackburn
BB1 2QS

15 October 2026

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025* *£*
Turnover	**1,343,703**	*1,392,707*
Cost of sales	**(829,234)**	*(913,718)*
Gross surplus	**514,469**	*478,989*
Administrative expenses	**(632,668)**	*(529,536)*
Other operating income	**16,641**	*36,005*
Operating deficit	**(101,558)**	*(14,542)*
Interest receivable and similar income	**11,183**	*18,419*
(Deficit)/surplus before tax	**(90,375)**	*3,877*
Tax on (deficit)/surplus	**(9,451)**	*-*
(Deficit)/surplus after tax	**(99,826)**	*3,877*
Income and expenditure account at the beginning of the year	**334,926**	*331,049*
(Deficit)/surplus for the year	**(99,826)**	*3,877*
Income and expenditure account at the end of the year	**235,100**	*334,926*

The notes on pages 10 to 17 form part of these financial statements.

BRITISH TAEKWONDO LIMITED

(A company limited by guarantee)
REGISTERED NUMBER:07501788

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	7		**8,155**		*11,996*
			8,155		*11,996*
Current assets					
Stocks		**244**		*1,597*	
Debtors: amounts falling due within one year	8	**93,348**		*119,817*	
Cash at bank and in hand		**285,365**		*466,851*	
		378,957		*588,265*	
Creditors: amounts falling due within one year	9	**(152,012)**		*(265,335)*	
Net current assets			**226,945**		*322,930*
Net assets			**235,100**		*334,926*
Capital and reserves					
Income and expenditure account			**235,100**		*334,926*
			235,100		*334,926*

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 15 October 2026.

Signed by:
Helen Martin
F1C57226EF534E2...
H Martin
Director

The notes on pages 10 to 17 form part of these financial statements.

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

1. General information

The company is a private company limited by guarantee, registered in England and Wales. The address of the registered office is Manchester Regional Arena, Rowsley Street, Manchester, M11 3FF.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006. The disclosure requirements of Section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Foreign currency translation

Functional and presentation currency

The Company's functional and presentational currency is GBP.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

2. Accounting policies (continued)

2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

Income and the associated costs of non-refundable licences are recognised in full at the commencement of relevant licence agreement.

Funding from grant programmes is recognised as income as the counterpart expenditure is incurred.

Income from sporting events is recognised on the date the event is held.

2.4 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.5 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of income and retained earnings in the same period as the related expenditure.

2. Accounting policies (continued)

2.6 Taxation

Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

The current year tax charge reflects three years of tax liability in respect of taxation arising on taxable incomes.

2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%	
Competition equipment	-	33%	
Computer equipment	-	33%	reducing balance

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.8 Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2. Accounting policies (continued)

2.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.10 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.11 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.12 Financial instruments

The Company has elected to apply the provisions of Section 11 “Basic Financial Instruments” of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's Statement of financial position when the Company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at their transaction price (adjusted for transaction costs except in the initial measurement of financial assets that are subsequently measured at fair value through profit and loss) and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other debtors due with the operating cycle fall into this category of financial instruments.

Impairment of financial assets

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset’s original effective interest rate. The impairment loss is recognised in profit or loss.

Financial assets are impaired when events, subsequent to their initial recognition, indicate the estimated future cash flows derived from the financial asset(s) have been adversely impacted. The impairment loss will be the difference between the current carrying amount and the present value of the future cash flows at the asset(s)

2. Accounting policies (continued)

2.12 Financial instruments (continued)

original effective interest rate.

If there is a favourable change in relation to the events surrounding the impairment loss then the impairment can be reviewed for possible reversal. The reversal will not cause the current carrying amount to exceed the original carrying amount had the impairment not been recognised. The impairment reversal is recognised in the profit or loss.

Basic financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other creditors, bank loans and other loans are initially measured at their transaction price (adjusting for transaction costs except in the initial measurement of financial liabilities that are subsequently measured at fair value through profit and loss). When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future payments discounted at a market rate of interest, discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade creditors are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade creditors are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

3. Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant judgements

The judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows:

- Determination of recoverability of trade debtors. A specific provision is made against certain debts where in the opinion of the directors the debt is not fully recoverable.

Key sources of estimation uncertainty

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

- An estimate of future expected cash flows is made in respect of trade debtors which have been identified as potentially unrecoverable. The estimate is based on managements' knowledge.

4. Auditors' remuneration

During the year, the Company obtained the following services from the Company's auditors:

	2026 **£**	*2025* *£*
Fees payable to the Company's auditors for the audit of the Company's financial statements	**8,730**	*7,930*

5. Employees

The average monthly number of employees, including directors, during the year was 22 *(2025 - 23)*.

6. Directors' remuneration

	2026 £	*2025 £*
Directors' emoluments	**149,610**	*154,133*
	149,610	*154,133*

The highest paid director received remuneration of £62,617 *(2025 - £83,286)*.

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £4,403 *(2025 - £6,604)*.

The above emoluments comprised of CEO and directors remuneration (including social security and pension contributions) of £149,610 (2025: £154,133). All Independent Non-Executive Directors are paid £6,000 per annum and the Chair is paid £9,000 per annum (excluding social security and pension contributions), during the year ended 31 March 2026 the chair was paid £3,000 in return for agreed consultancy services provided to the company in specialist areas.

7. Tangible fixed assets

	Fixtures and fittings £	Competition equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2025	**3,673**	**53,596**	**31,369**	**88,638**
Additions	**-**	**-**	**1,194**	**1,194**
Disposals	**-**	**-**	**(2,329)**	**(2,329)**
At 31 March 2026	**3,673**	**53,596**	**30,234**	**87,503**
Depreciation				
At 1 April 2025	**3,673**	**52,789**	**20,180**	**76,642**
Charge for the year on owned assets	**-**	**807**	**4,071**	**4,878**
Disposals	**-**	**-**	**(2,172)**	**(2,172)**
At 31 March 2026	**3,673**	**53,596**	**22,079**	**79,348**
Net book value				
At 31 March 2026	**-**	**-**	**8,155**	**8,155**
At 31 March 2025	*-*	*807*	*11,189*	*11,996*

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

8. Debtors

	2026 £	2025 £
Trade debtors	**44,009**	*52,250*
Other debtors	**49,339**	*67,567*
	93,348	*119,817*

9. Creditors: Amounts falling due within one year

	2026 £	2025 £
Trade creditors	**36,924**	*108,888*
Other taxation and social security	**-**	*11,521*
Other creditors	**107,538**	*104,912*
Sport England deferred income	**7,550**	*40,014*
	152,012	*265,335*

10. Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

Registered number: 07501788

BRITISH TAEKWONDO LIMITED

DETAILED ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

THE FOLLOWING PAGES DO NOT FORM PART OF THE FINANCIAL STATEMENTS.

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2026

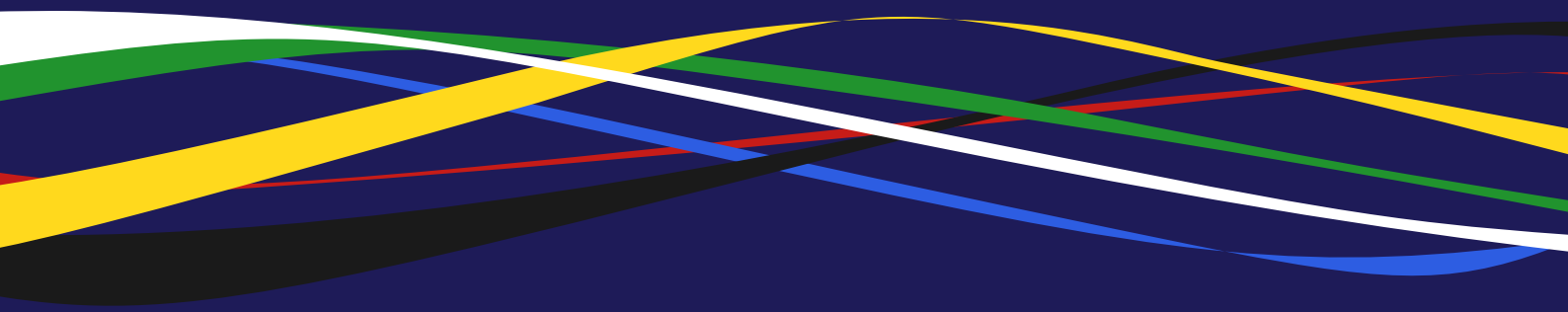
	2026 £	*2025* *£*
Turnover	**1,343,703**	*1,392,707*
Cost Of Sales	**(829,234)**	*(913,718)*
Gross profit	**514,469**	*478,989*
Other operating income	**16,641**	*36,005*
Less: overheads		
Administration expenses	**(632,668)**	*(529,536)*
Operating loss	**(101,558)**	*(14,542)*
Interest receivable	**11,183**	*18,419*
Tax on (loss)/profit on ordinary activities	**(9,451)**	*-*
(Loss)/Profit for the year	**(99,826)**	*3,877*

BRITISH TAEKWONDO LIMITED
(A company limited by guarantee)

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2025 £
Turnover		
Subscription income	**472,205**	*463,102*
British Taekwondo Hosted Events	**133,046**	*221,809*
Disclosures	**20,673**	*14,743*
GAL/GOL/GEL costs	**25,292**	*20,760*
Coach Education and Development	**39,758**	*50,709*
Sport England Programme Funding	**324,066**	*355,462*
Kukkiwon and kup certification	**102,891**	*89,790*
Merchandising	**4,161**	*6,105*
Technical department activity	**194,080**	*156,423*
Events recharged income/ expenditure	**15,000**	*12,500*
Sundry income	**-**	*988*
Commercial income	**12,531**	*316*
	1,343,703	*1,392,707*

	2026 £	2025 £
Cost of sales		
British Taekwondo Hosted Events	**154,801**	*218,202*
Disclosures	**15,863**	*12,796*
GAL/GOL/GEL costs	**16,921**	*13,795*
Coach Education and Development	**16,103**	*27,123*
Sports England Programme Delivery	**130,689**	*136,523*
Sports England programme staff costs	**189,646**	*231,439*
Kukkiwon and kup certification	**54,209**	*56,389*
Merchandising	**-**	*426*
Technical department activity	**197,082**	*160,180*
Hub development costs	**16,794**	*21,868*
Members and intsructors insurance costs	**37,003**	*34,851*
Events general	**123**	*126*
	829,234	*913,718*



BRITISH TAEKWONDO

British Taekwondo C/o House of Sport
Manchester Etihad Campus, Gate 13,
Rowsley Street Manchester M11 3FF

www.britishtaekwondo.org.uk