British Taekwondo Council

TKD Centre, The Unit, Victoria Lane, Harlington
Middlesex. UB3 5EW ENGLAND
Tel: 01895 459949
Email: admin@tkdcouncil.com • Website: www.tkdcouncil.com

ANNUAL GOVERNANCE STATEMENT 2024-25

The British Taekwondo Council (BTC) is the National Governing Body (NBG) for Taekwondo in the UK which is subject to Tier 3 of the Code for Sports Governance which sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from those organisations who seek or are in receipt of UK Government and National Lottery funding from Sport England and/or UK Sport.

The Annual Governance Statement provides the stakeholders, members, supporters and sponsors of the British Taekwondo Council with an annual report on the governance activities of the Organisation.

Purpose and Values

The purpose of the British Taekwondo Council is to continue to work with partner organisations to improve our understanding of the changing landscape of the culture of diversity and inclusion in sport, better understand the barriers in areas of deprivation, maintain Advanced Standards in Safeguarding Children and Adults in Sport; achieve the Moving to Inclusion framework through finalising and implementing our Diversity and Inclusion and People Plans, and delivering value for money in respect of the terms and conditions of our System Partner Funding Agreement for 2023-27.

To achieve our vision, the British Taekwondo Council aims to become more insight-driven, from Board to clubs, to implement changes which will attract more participants in grassroots Taekwondo, in competitions and to the roles of officials, reflecting the fundamental purpose of the activity.

Board

The Board is collectively responsible for the long-term success of the British Taekwondo Council and is exclusively vested with the power to lead it.

The Chair is responsible for the leadership of the Board. The Board is the ultimate decision-making body and exercises all of the powers of the Organisation other than those specifically allocated to other persons under either legislation or its governing document. Together with the senior Executive Team, the Board is responsible for setting the strategy of the British Taekwondo Council and providing oversight of executive action whilst maintaining a clear division between its management and oversight role and the Executive's operational role.

Meetings and Key Decisions

The Board meets a minimum of 4 (four) times a year and also on an ad hoc basis where required. The table below sets out the meetings held in the Reporting Period and summarises the key decisions taken.

General board meetings

	5 June 2024	10 Oct 2024	8 Jan 2025	5 March 2025	Financial Year 2025
J Kennedy-Reardon	√	√	√	√	4 / 4
T Cruxton	x	√	√	√	3 / 4
T Humphries	√	√	√	√	4 / 4
D Oliver	√	√	x	x	2 / 4
M Brunger	√	X	√	√	3 / 4
C Davies	√	√	√	√	4 / 4
M Maynard	√	√	N/a	N/a	2 / 2
L Cornwell	N/a	√	√	x	2 / 3
G Miller	N/a	N/a	√	x	1 / 2

General Board meetings' order of business included standing topics included under the principles within the National Code for Sports Governance, ie Strategy, Safeguarding, People Plan, Diversity and Inclusion Action Plan, Anti-Doping, ESG, , the appointment of directors and the review cycle of policies and procedures.

Annual General Meeting
Date: 10th October 2024

The Annual General Meeting (AGM) of the British Taekwondo Council was held on 10th October 2024 where the order of business included the approval of the Annual Governance Report and the financial statements.

Composition

The Board is made up of a maximum of 12 positions available; 8 filled as at the Board Meeting of 5th March 2025, comprising of the:

Chair:	J Kennedy-Reardon
Senior Non-Executive Director:	T Humphries
3 Independent Directors:	Above plus T Cruxton
5 Nominated Directors:	Nominated by Full Member Organisations as detailed in the Articles of Association: D Oliver, M Brunger, C Davies, G Miller
1 Non-Executive Director:	L Cornwell, Welfare & Safety and EDI Champion

All appointments to the Board are made on merit in line with the skills required by the Board.

Board Evaluation

The Board, led by Chair, J Kennedy-Reardon, will undertake a more formal appraisal during 2025 of the Board as a collective and the individual directors. A new appraisal form and process has been developed which is intended to support succession planning in the identification of any skills gaps. This will enable a focussed application to be made to the Sports Governance Academy's Board Development Fund for Board training.

Remuneration

J Kennedy-Reardon (Independent Chair)	£8,000 pa
T Humphries (Senior Non-Executive Director)	£5,000 pa
T Cruxton (Independent Director)	£3,000 pa

Committees reporting to the Board

The Board has established the following Committees, which report directly to the Board. Each Committee has clear Terms of Reference which identify its responsibilities and any powers delegated to it by the Board.

Audit Committee

Composition: T Humphries (Chair), J Kennedy-Reardon, T Cruxton, K Beddows, L Cornwell

Role:

a) it monitors British Taekwondo Council's financial reporting
b) it reviews British Taekwondo Council's internal controls and risk management systems
c) it oversees the selection process for, and relationship with, British Taekwondo Council's external auditors

Delegated Powers:

i. procedures for detecting fraud and the reporting of the application of such procedures;

ii. systems and controls for the prevention of bribery and should receive reports on non-compliance;

iii. where relevant, the regular reports from the money laundering reporting officer and the adequacy and effectiveness of the organisation's anti-money laundering systems and controls; and iv. regular reports from the compliance officer and keep under review the adequacy and effectiveness of the organisation's compliance function.

Meetings in the Reporting Period

	27 May 2024	8 July 2024	2 Sept 2024	25 Nov 2024	17 Feb 2025	Financial Year 2025
T Humphries	√	√	√	√	√	5/5
T Cruxton	√	√	√	√	√	5/5
J Kennedy-Reardon	√	√	√	√	√	5/5
M Maynard	n/a	√	√	√	n/a	3/3
L Cornwell	n/a	√	√	√	√	4/4
K Beddows *	√	x	√	√	√	4/5
T Nicholls *	X	x	√	√	√	3/5

*Not a member of the ARC

Nominations Committee

Composition: J Kennedy-Reardon (Chair), T Humphries, T Cruxton, M Brunger, C Davies

Role:

a. Plan: ensure plans are in place for orderly succession to both the board and senior management positions and oversee the development of a diverse pipeline for succession;
b. Identify: lead the process for determining board and executive appointments
c. Evaluate: undertake or oversee regular evaluations of the board and its committees
d. Train: ensure induction and ongoing training is in place for directors/board members, executives and committee members

Delegated powers:

i. it leads the recruitment process of the Chair, CEO and Board Directors;
ii. it oversees and monitors British Taekwondo Council's board membership; and
iii. it determines the remuneration of Senior Executive Team members and provides guidance on annual increments for British Taekwondo Council staff.

Meetings in the Reporting Period:

	2 Sept 2024	26 Nov 2024	27 Feb 2025	Financial Year 2025
J Kennedy-Reardon	√	√	√	3 / 3
T Humphries	√	√	√	3 / 3
T Cruxton	√	√	√	3 / 3
M Brunger	√	x	√	2 / 3
C Davies	√	√	√	3 / 3
T Nicholls*	x	x	x	N/a

*Not a member of the NOMCOM

Strategy

In collaboration with the Senior Executive, the Board sets the strategy of the British Taekwondo Council. The current 10-year strategy is for the period from 1 April 2023 to 31 March 2033 and details our Vision, Systemic, Governance and Delivery Goals. The Implementation Plan has been developed to contribute, along with other System Partners, to the achievement of Sport England's ambition to transform lives and communities through sport and physical activity. The terms and conditions of our Sport England Funding Agreement influence our plans for 2023-27. Further stakeholder engagement will be undertaken in the next year in line with best practice identified in the Moving To Inclusion framework.

Risk Management

The British Taekwondo Council has agreed a Risk Management Policy to ensure that effective processes are in place to track and report on existing and emerging risks which could affect British Taekwondo Council's ability to meet its Strategic Objectives and/or cause damage to the organisation or its stakeholders. The objective is to support better decision making and management of risk through a comprehensive understanding of risks and their likely impact.

The respective responsibilities in the policy are:

Audit/Risk Committee

Responsibilities:

a) monitor British Taekwondo Council's financial reporting
b) reviews British Taekwondo Council's internal controls and risk management systems
c) oversees the selection process for, and relationship with, British Taekwondo Council's external auditors
d) receives regular reports from the compliance officer and keep under review the adequacy and effectiveness of the organisation's compliance function

Board

In the Reporting Period the Audit Committee reviewed the Risk Register at each of its meetings to consider new risks and review existing and identified risks. The Risk Management Policy and Strategic Risk Register are reviewed on an annual basis by the Board. In the Reporting Period this took place on 8th January 2025.

CEO

The CEO is responsible for the day-to-day operational implementation of the strategy and manages the executive team.

In the Reporting Period the following total Remuneration was paid to the Senior Management Team: £85,000.

Executive Management Team

Responsibilities:

a) Facilitating the safe delivery of Taekwondo, safeguarding - education (participants, parents/carers, instructors, club welfare officers, association safeguarding officers, NGB safeguarding leads), communications, Children and Adult frameworks compliance, case management of all safeguarding concerns raised, Safe Sport through compliance with the UK Anti-Doping framework, and operational delivery conforming to the ESG policy
b) Reporting participation, budgets and finance, stakeholder engagement
c) Engagement with Member Organisations via Membership Services

Staff Survey

The Board acknowledges its duties to employees both under the Companies Act and the Code for Sports Governance. A Staff Survey will be undertaken in 2025 and feedback will contribute to updating our Diversity and Inclusion Action Plan.

Member Organisation Survey

A similar survey will be conducted with our Member Organisations and the feedback will contribute to the next iteration of our Diversity and Inclusion Action Plan and British Taekwondo Council's Strategy updates.

Governance Framework

British Taekwondo Council monitors our on-going compliance with Tier 3 of the Code for Sports Governance. The governance pillars detailed in The Code frame our Board agenda and the Audit and Risk Committee (ARC) regularly review our Risk Register prior to Board meetings to ensure that mitigations are activated and the Board is updated with current risks and anything emerging. As a funded Sport England System Partner, the CEO and Chair have regularly reported our ongoing compliance, emerging risks and fiscal responsibilities.

- UK Anti-Doping Framework: British Taekwondo Council have completed our 2024-25 action plan and published our annual update on our website.

- Moving to Inclusion Framework: British Taekwondo Council will review, update and develop policies, procedures and systems which are relevant to achieving this framework under the headings of Governance, Leadership, Stakeholder Engagement, Data and Representation. Our Diversity and Inclusion Plan (DIAP), with the support of a Sport England EDI Mentor, will detail how we intend to implement the ambitions of the framework and that document will be live and regularly monitored and updated by our EDI Lead and Board Champion to the Board and our stakeholders.

- On-going compliance with Safeguarding Children (NSPCC/CPSU): British Taekwondo Council's compliance will be assessed by NSPCC in May 2025.

- On-going compliance with Safeguarding Adult Frameworks (ACT): British Taekwondo Council's compliance will be assessed by ACT in November or December 2025.

- Board evaluation (internal): The Chair will lead the internal individual and collective Board appraisals and the committee evaluations in April/May 2025.

- Board training and education (Sports Governance Academy): The internal appraisals will be used to formulate our application for bespoke SGA Board training.

- ESG policy: The British Taekwondo Council's ESG Policy and Action Plan have been formulated, agreed and implemented during 2024-25, a demonstration of the collaboration between the Board and Membership Services effectively cascading good governance.

Review of governance practices and procedures

In compliance with the Code the following practices and procedures were reviewed and approved by the Board in the Reporting Period:

Policy	Approved by Board	Review Schedule*	Due for Review
Whistleblowing	Oct-24	3 Years	**Dec-26**
Code of Conduct and Ethics	Oct-24	3 Years	**Dec-26**
Transgender	Oct-24	3 Years	**Dec-26**
Clean Sport Education Strategy & Implementation Plan	Oct-24	3 Years	**Oct-27**
ESG Policy	Oct-24	3 Years	**Oct-27**
Articles of Association	Dec-24	3 Years	**Oct-27**
People Plan	Dec-24	Annual	**Dec-26**
Risk Management and Internal Controls	Dec-24	Annual	**Dec-25**
Continuity Plan, Board Skills Audit and Succession Plan	Dec-24	Annual	**Dec-25**
Remuneration	Jan-25	Annual	**Jan-28**
ESG Action Plan	Jan-25	Annual	Jan-26

Complaints/Whistleblowing

In the Reporting Period 2024-25 there were no complaints to the British Taekwondo Council, and no reports of wrongdoing (whistleblowing).

Diversity

The Organisation is fully committed to the principles of equality of opportunity and to creating a diverse environment. We work with our members and partners to enable Taekwondo to be an accessible and inclusive sport that provides opportunities for enjoyment and achievement for all.

T Nicholls, CEO, has been identified as the strategic lead for equality and diversity. L Cornwell has been appointed as the Board EDI Champion.

The British Taekwondo Council has undertaken the following activities in the Reporting Period to increase diversity:

- recruitment of a Nominated Non-Executive Director,
- appointment of strategic Board Champions in the areas of ESG, Welfare and Safety, and EDI
- the Nominations Committee (NOMCOM) engaged in due diligence regarding a further Nominated Non-Executive Director vacancy

The current composition of the board is as follows:

- 3 Female and 5 Male
- 3 Independent Non-Executive Directors
- 4 Nominated Non-Executive Directors
- Non-Executive Director (Welfare & Safety and EDI Champion)

The British Taekwondo Council is committed to increasing the diversity of staff, volunteers (including Board and committee members), participants and coaches and will carry out initiatives to encourage more women, people with disabilities and people from underrepresented minorities to become more actively involved in all aspects of activities.

Approved by the Board on:
and signed by the Chair on behalf of the Board