



BRITISH TAEKWONDO COUNCIL

Board Minutes – 24th July 2023

Time: from 10.05 to 12.15

Location: Zoom

Board Members:

- | | | |
|--------------------------|----------------------|-----|
| • Joanne Kennedy-Reardon | (Chair) | JKR |
| • Thomas Cruxton | (INED) | TC |
| • Terry Humphries | (NED - Governance) | TH |
| • Matthew Brunger | (Nominated - UK ITF) | MB |
| • Lee Heyes | (Nominated - ETF) | LH |
| • Lyn Talbott | (Nominated - BITF) | LT |

Attendees:

- | | |
|--------------------------------------------------------|----|
| • Trevor Nicholls (CEO) | TN |
| • Kenneth Walton (Coaching Director) | KW |
| • Kevin Beddows (Finance Director & Safeguarding Lead) | KB |

Apologies:

- | | | |
|-------------------------------------------------|---------------------|----|
| • Chris Davies | (Nominated - UKTDC) | CD |
| • Mark Maynard | (Nominated - BTF) | MM |
| • David Oliver (Chair, BTC Membership Services) | DO | |
| • Michael Prewett | (Nominated - UKTA) | MP |
| • Ron Sergiew | (Nominated - TAGB) | RS |

Board Agenda Items:

1. Welcome, Introductions and Declarations

1.1. *Welcome*

TN welcomed JKR as the INEC and TC as an INED to their inaugural meeting of the BTC Board and introductions were made between the meeting attendees.

JKR welcomed all meeting attendees noted that the meeting was quorate and could proceed.

It was noted by KW amongst others, that not all Directors had received the agenda with papers embedded, noting that it was perhaps the e-mail limits of some individual email addresses.

JKR confirmed that the majority of parties had received the Board Agenda that was issued in final form on 10th July 2023; and in any case the Agenda was shared on the zoom link so that attendees could follow the Agenda.

Subsequent to the meeting, JKR checked compliance with the Code regarding the Board size and composition, noting;

- item 1.12 in the Code “at least 25% of the Board shall be Independent Non-Executive Directors” and concluded that if only JKR and TC were considered in the calculation then there would be a shortfall at 18.2% but if TH was also considered; being a non-Nominated Director, then there would be compliance at 27.3%.
- item 1.13 in the code “each Board shall appoint one of its Independent Non-Executive Directors to be the Senior Independent Director (SID) ” and concluded that as this was one of the initial two appointments of TC to a Board that he was not yet experienced enough to be appointed as SID. In conclusion, TH in her capacity as Governance Director could be considered as SID in the interim period.

Actions

1. *Ratify T Humphries as interim Senior Independent Director (SID) at the next meeting (All)*

1.2. Declarations of interest.

JKR confirmed that she is the Chair of Taekwondo Organisation Limited (TOL), the former overarching Taekwondo Sport England system partner until 31st March 2023, through which BTC received funding from Sport England. It is further noted the KW and TN are Board Directors of TOL.

JKR confirmed that there were further no declarations of interests perceived or actual declared by the meeting attendees nor by those offering apologies.

1.3. Conflicts arising.

JKR noted that there were no conflicts, perceived or actual declared by the meeting attendees nor by those offering apologies.

2. Minutes of the last meetings

2.1. Board Meeting on 8th June 2023

The draft minutes (see Appendix 1) were circulated by e-mail on 10th July 2023 to the Board members that were registered at the date of the meeting. There have been no amendments or error corrections to the draft minutes.

Therefore, it is deemed that the minutes are accepted and that for the purposes of identification, signed by the Chair as approved.

Subsequent to this meeting, JKR signed and circulated the final minutes to the Board members and Senior Executives on 9th August 2023.

2.2. Actions update

The Action Tracker shown in Appendix 2.

JKR noted the salient points briefly but deferred a review of the outstanding items to the next meeting.

Although it was noted that the following items were from the Board meeting of 23rd March 2023 now closed;

- 69.1.4 (i) and (ii)
- 69.2.1
- 69.2.2 (i)

It was agreed that a link to The Code for Sports Governance 2021 document (“the Code”) will be added to the BTC website rather than embed the document in each of the Board minutes. [A Code for Sports Governance | Sport England](#)

Actions

1. *Link to The Code for Sports Governance 2021 document (“the Code”) will be added to the BTC website*

2.3. Matters arising

- 2.3.1. TN suggested that some changes to the format and presentation of Board minutes and papers will evolve in light of the changes to the Board.

It was agreed that it would be a useful role and insight to the organisation if TC takes on the responsibility of minuting future BTC Board meetings.

3. Code Principle 1: Structure

3.1. Policies and Procedures

- 3.1.1. There was discussion about some of the current BTC Board and organisational policies and procedures.
- 3.1.2. JKR presented a series of slides (see Appendix 3) noting in particular slides 8 and 9 in the meeting; for the Board members and Senior Executives to peruse in detail following the meeting which highlighted;
 - the fundamental principles which will support the Board in developing trust and
 - the collaborative approach required to be effective and efficient in the execution of responsibilities.
- 3.1.3. LT suggested it would be helpful for the Board to share an organisation chart which provides a graphical presentation of the structure within BTC.
Subsequent to the meeting JKR prepared this chart as shown in Appendix 4.
- 3.1.4. Following a discussion between the meeting attendees it was agreed that KB invite JKR and/or TC to observe Membership Services meetings from time to time to gain an insight into the operational delivery of Taekwondo and get to know representatives of all BTC Member Organisations.

3.2. Audit and Risk Committee (ARC) & Risk Management

- 3.2.1. JKR led a discussion about the role and responsibilities of the ARC, which will require a workshop to update members regarding best practice regarding management of the Risk Register (See Appendix 5).

JKR advised that she is a member of a working group on risk with England Hockey as a representative of Midlands Hockey which has a focus on developing the management of risk policy and will be able to bring some of that learning to BTC.

JKR informed the meeting attendees that the BTC Risk Register needs to be reviewed and updated to reflect BTC's risk appetite, clear responses, and incorporate the 'three lines of model (of defence)' (see Appendix 7).

It was agreed that this should be held in person (where possible by ALL Directors and Senior Executive members of the Board) preceding the forthcoming AGM.

- 3.2.2. The membership of the ARC was discussed with regards to the appropriate skills and experiences that individual members could offer the ARC.

It was agreed that the initial membership of the ARC would be:

- T Humphries Chair
- T Cruxton Vice-Chair
- L Talbott Welfare and Safety Lead
- K Beddows Finance Lead
- M Prewett co-optee following end of Director tenure in November 2023
- J Kennedy-Reardon co-optee (as required)

Actions

1. *Review the Terms of Reference (TOR) for the ARC. (JKR/TH)*
2. *Review the Risk Register to reflect risk appetite, clear responses, and incorporate the 'three lines model'.(JKR)*
3. *Develop the risk workshop to be held prior to the AGM. (JKR/TH)*

3.3. Nominations, Governance and Remuneration Committee (NGR)

- 3.3.1. **It was agreed** that to be consistent with the Code, it be renamed the Nominations and Remuneration Committee (NOMCOM) and that the Chair of BTC, JKR will Chair the NOMCOM with immediate effect.

- 3.3.2. The membership of the NOMCOM was discussed with regards to the appropriate skills that individual members could offer the NOMCOM.

It was agreed that the members of the NOMCOM would be:

- J Kennedy-Reardon Chair
- M Brunger
- L Heyes co-optee following end of Director tenure in November 2023
- T Cruxton Vice-Chair **

- 3.3.3. JKR remarked on the robust process the NOMCOM had applied to the recruitment of the recent Nominated and Independent Non-Executive Directors.

- 3.3.4. Subsequent to the meeting, JKR checked with the Code regarding the membership, noting item 1.15b in the Code "ensure the Nominations Committee shall have a majority of Independent Non-

Executive Directors” and concluded that it would be prudent to add TC as Vice-Chair of the NOMCOM **.

Actions

- 1. Ratify TC as a member of the NOMCOM at the next meeting (All)*

4. Code Principle 2: People

4.1. Recruitment to fill the vacancy of an Independent Non-Executive Director (INED)

It was noted that there is a vacancy for a further INED in line with the Code (i.e. INED positions representing 25% of the Board members), but there was consensus (as advised by the NOMCOM) that the new Board members should take the necessary time to ensure that current members take up their roles. A skills gap analysis will then reveal any skills and knowledge required to complement the team of Directors and Senior Executives.

Actions

- 1. Review the Terms of Reference (TOR) for the NOMCOM. (JKR/TH)*
- 2. Remaining Board Skills Matrix to be complete and submitted by Board members to JKR. (All)*
- 3. Develop skills gap analysis to be reviewed by the NOMCOM. (JKR)*

4.2. Senior Executive Team

In line with the appointment of the Independent NEC and NED, and having achieved their maximum tenure as Directors, K Beddows (Finance Director), T Nicholls (CEO) and K Walton (Coaching Director) extended their resignations from the BTC Board and are confirmed in their roles in the Senior Executive Team.

The Board noted the many years of service KB, TN and KW have so far given to the BTC. Their support, experience and wisdom in their new roles will continue to benefit all members of the BTC.

4.3. Diversity and Inclusion Plan

The meeting attendees noted that the Diversity and Inclusion Plan is due for review in March 2024.

The Board Lead in this area is yet to be agreed and will be influenced by the Board skills review. JKR advised that she is a member of a working group at Midlands Hockey which has a focus on ‘Inclusion and Belonging’ as part of the development on strategy and will be able to bring some of that learning to BTC.

5. Code Principle 3: Communication

5.1. People Plan

The development of the Board thus far has been formally documented in these and past Minutes.

JKR requested that all Directors and Senior Executives who have not yet done so return their Skills Audit using the updated UKSport template recently provided; in order for the skills and knowledge of all members of the new Board be recognised and deployed to maximise the professionalism and efficiency of the Board.

6. Code Principle 4: Standards and Conduct

6.1. Welfare and Safety

It was noted by the meeting attendees that compliance of the Code as a Tier 3 organisation requires a Director to be nominated as a Lead in Welfare and Safety.

It was agreed, following discussion between the meeting attendees around the knowledge and skills, LT has the appropriate skills and experience and would take up this role. The scope of the role includes membership of the ARC and designation as the Board Safeguarding Champion (working with BTC Lead Safeguarding Officer in the NSPCC/CPSU/ACT Safeguarding reviews).

7. Code Principle 5: Policies and Processes

7.1. Finance

7.1.1. Finance Reports

KB shared a Sage update report for the meeting which was included in the Agenda (as shown in Appendix 6) and explaining that reports have historically been run at month-end in preparation for Board meetings thereafter.

KB and JKR clarified details within the update report for the information of the meeting attendees, and will continue working together to ensure that BTC is resilient for both audit and continued operation.

As a response to JKR attending the TAGB World Championships early in July 2023 (an invitation was extended from TAGB) on behalf of the BTC, there was discussion between the meeting attendees about expenses incurred in the promotion of BTC and attendance to events.

It was agreed that any costs incurred by guests (mainly JKR and TC) in accepting BTC Member Organisations invitations to attend events will in the first instance be recorded in the financial statements of the BTC for transparency. These costs will recharge the relevant Member Organisation.

JKR and TC emphasised the benefits to the organisation of all Directors being accessible to members and a wider audience via NGB and BTC Member Organisation activities as well as social media platforms, for example, the recent TAGB World Championships, forthcoming ITF national event in October 2023.

7.1.2. Service Contracts (long term commitments)

KB noted BTC have a service contract, due for review in September 2024, for 19 MS O365 and Kaspersky anti-virus licences; where the expenditure in last 3 months was £790.

JKR identified that she and TC, INED, await their Service Contracts.

7.1.3. Policies and Procedures

There were no items discussed under this agenda item.

7.2. Safeguarding

7.2.1. Incident Reporting

The INEC asked the Lead Safeguarding Officer and all Member Organisation representatives if there are any current safeguarding issues which need to be escalated for discussion and/or consideration in this meeting setting. Discussion clarified that no confidential details will be disclosed at this level, only to ensure that no issues are left unresolved.

It was concluded that there were no incidences reported for escalation for discussion and/or consideration in this meeting setting and that this will be a new standing item on the Board agenda.

7.2.2. Training

KB raised the issue that not all Member Organisations are delivering the NGB safeguarding training required as part of accreditation.

Discussion highlighted some variations to BTC policies and procedures which had been adopted during COVID but which are now causing concern in their continued practice.

It was agreed that TH would be invited to the next Membership Services meeting in September 2023 to clarify BTC policy with regard to the delivery of NGB Registered Instructor Accreditation and Safeguarding courses.

KB advised the Board that all directors are required to undertake mandatory safeguarding training led by the CPSU (Children) and Ann Craft Trust (Adults).

- The 2hr session can be held on a weekday or weekend.
- Dates for end September/early October 2023 will be circulated to the Board members and Senior Executives achieve a 100% attendance.

Actions

1. *Confirmation that the BTC Member Organisations are complying with the NGB safeguarding training requirements. (TH)*
2. *Confirmation that BTC Member Organisations attend prescribed safeguarding training (All)*

7.2.3. Concussion Policy

JKR raised the topic of BTC's Concussion Policy in light of the recent guidelines issued in April 2023 [UK Concussion Guidelines for Grassroots Sport | Sport and Recreation Alliance](#).

KB shared information about BTC's current policies with regard to Concussion and Safe Return to Training, noting that they are compliant and are robust; noting that these policies will be reviewed considering the latest UK Sport guidelines.

7.2.4. Transgender Policy

There was discussion between the meeting attendees regarding the BTC Transgender Policy and competition entries.

There was a robust discussion centred on whether BTC should accept entries as detailed by competitors at the time of entry. Some BTC Member Organisations take the stance, like some Olympic sports, that entries should be governed by birth gender to uphold the highest level of safeguarding for all competitors in every division.

It was also agreed that TN take this up with the CEO of BT with a view to agreeing a mutual policy.

Actions

1. *Check with BTC insurers as to their policy and claim restriction regarding Transgender Policy. (KB)*
2. *TN to contact the CEO of British Taekwondo (BT) with a view to agreeing a mutual policy*

7.3. Safeguarding Code in Martial Arts (SCMA)

Directors were advised by TN that there have been no changes to the SGMA, and that BTC continue to question the risks associated with the accreditation being awarded to non-NGB martial art clubs. TN also noted that the new Sport England SGMA Champion is known to be anti-NGBs.

It was reaffirmed by TN that BTC hold the licence to accredit NGB clubs.

7.4. UK Anti-Doping

TN advised the Board that BTC monitors UK Anti-Doping updates despite not being a direct route to the Olympics. A BTC Member Organisation has experienced in the recent past UK Anti-Doping Officers attending an event and conduct testing.

8. Strategy Update

8.1. CEO Report

TN advised the meeting attendees that he is developing a new format webpage which will publicise BTC's Strategy, including the 2023-27 Sport England funded activities.

TN and JKR will meet this week and on a regular on-going basis to progress this work, including BTC's Mission, Vision and Values.

8.2. Joint Initiatives with British Taekwondo (BT)

8.2.1. Reintroduction of TKD to GCSE PE Curriculum

MB updated the meeting attendees on the progress of this joint BT/BTC project; the case for the reintroduction of Taekwondo is prepared for when the DfE/DCMS review the PE Curriculum. The delivery and assessment framework is in final development and will be rolled out as a pilot to be tested by BTC Member Organisations.

TN suggested that MB and K Murali (TOL Senior INED) make contact and explore the opportunity for another BT/BTC joint initiative in the development of a Scouting badge.

Subsequent to the meeting JKR spoke with K Murali on 27th July 2023 regarding setting up a meeting with the relevant person in Scouting.

8.2.2. Taekwondo Organisation Limited (TOL)

JKR confirmed in her capacity as TOL Chair that TOL is now completing the final actions to finalise its winding-up and that BT and BTC now each stand alone (since 1 April 2023) as Sport England System Partners.

The winding-up of TOL is planned to be completed by 31st July 2023 and in fact subsequent to this meeting JKR and TN (along with another TOL Director signed form DS01 – Striking off application by a company on 29th July 2023 and 25th July 2023 respectively.

8.2.3. Membership Services Update

KB confirmed that the next meeting will be held in early September 2023, to which TC, TH and LT will be invited to observe.

9. AOB

There were no items pre-notified to the Chair prior to the issue of this Agenda.

TN advised directors that AETA, headed by K Chesterman, have left the BTC to form their own group, ITF England NGB. There is a likelihood that this new group will engage with Sport England, seeking recognition as a Partner Organisation.

LH asked if there was an update about Kukkiwon.

- TN confirmed that he has agreed with the BT CEO that BTC members do not need to take up temporary BT membership to be tested for Kukkiwon promotion and certification.
- Videos can be presented in the normal way, but to the UK Kukkiwon Office rather than Korea.

Actions

1. *AETA to be removed from the BTC website. (TH)*

10. Date of Next Meeting

The next meeting will be held in person (where possible by ALL Directors and Senior Executive members of the Board) at the Warwick Hilton Hotel on Wednesday 27th September 2023, 10am-4pm.

The day will be an opportunity for all directors to meet and participate together in the following meetings:

- Risk Workshop
- BTC AGM which will be open by Zoom (or similar remote access such as MS Teams) for all BTC Member Organisation representatives to observe.
- BTC Board Meeting

Due to club teaching commitments, MB and LH may attend this day by Zoom (or similar remote access such as MS Teams).

A future calendar of meeting dates will be agreed at this meeting to ensure that the Board and Senior

Executive Team benefits from the skills and knowledge of all parties by their attendance and participation.

A register of directors' attendance will be included in the AGM reports.

JKR thanked the meeting attendees for their warm welcome and for their participation throughout the meeting.

JKR closed this meeting

APPENDIX 1:

BTC Board Minutes – 8th June 2023 **

Minutes: BTC Ltd Board Meeting

Meeting Date: Thursday 8th June 2023

Location: Zoom

Time: 10:00 Start

Attendees:

Meeting Chair: T Nicholls

Independent Non-Executive Director (Voting): T Humphries (INED Governance)

Nominated Non-Executive Directors (Voting): M Brunger, C Davies, L Heyes, M Maynard, M Prewett, R Sergiew, L Talbot

Executive Directors (Non-Voting): K Beddows (FD), T Nicholls (CEO), K Walton (CD)

Apologies: D Oliver

Guests: None

** Supporting files that were embedded in the original minutes have been removed in this Appendix.

No	Meeting Notes and Agreed Actions	Lead	Due Date	Supporting Documents
	WELCOME AND INTRODUCTIONS			
77	<p>Due to connectivity issues, D Oliver requested that T Nicholls lead the meeting. The meeting was quorate and called to order.</p> <p>The Meeting Chair extended a warm welcome to the new Nominated Non-Executive Directors, Chris Davies, Mark Maynard and Lyn Talbot, and highlighted that this meeting was the start of a new era which will see further change and that everyone is invited to share their thoughts and ideas to help the organisation move forward.</p>	Chair		
	Declarations of Interest and Conflicts Arising			
78	The new NNEDs had provided declarations of good character and interests on their appointment to the Board. No other updates were reported.	Chair		
	Minutes of Last Meeting			
79	Minutes of the BTC Ltd Board Meeting held on 29 th March 2023 had been circulated for content and accuracy to be checked. There being no updates, the minutes were unanimously accepted as a true and accurate record of the meeting.	Chair		

	ACTION TRACKER			
80	Updated below.	CEO		
	GOVERNANCE			
81	National Code of Governance 2021			
81.1	Principle 1: Structure			
81.1.1	Policies and procedures Work is ongoing towards full compliance with Tier 3 of the NCoG.	INED/CEO	Dec 2023	
81.1.2	Audit and Risk Committee (ARC) Directors will be appointed when INEC in place and review of Skills Matrix undertaken.	INEC	Sep 2023	
81.1.3	Nominations, Governance and Remuneration Committee (NGR) Membership to be reviewed when INEC in place and review of Skills Matrix undertaken.	INEC	Sep 2023	
81.2	Principle 2: People			
81.2.1	Recruitment of Independent Non-Executive Directors (inc Chair) The NGR Committee had circulated by email their recommendations following the INED interviews. Board members discussed the process, knowledge and skills offered by the candidates. The Coaching Director advised the Board that Joanne, current Chair of TOL, has been supporting BTC in a number of areas during the past year with the cognizance of Sport England. Decision: The Board confirmed the appointment of Joanne Kennedy-Reardon as the Independent Non-Executive Chair and Thomas Cruyton as an Independent Non-Executive Director to the BTC Ltd Board. Recruitment of INEC/INED to be	NGR Committee	Dec 2023	

	completed. In response to L Talbot's question, the induction of all new directors will be undertaken together.			
81.2.3	<p>Senior Executive Team</p> <p><u>It was agreed</u> that the CEO, Financial Director and Coaching Director remain on the Board at this time to facilitate a smooth transition for the new Board. Their resignations in line with the Articles of Association and tenure will be due at the next Board meeting.</p> <p>M Prewett highlighted that it was important that the history, experience and knowledge of the Senior Executive Team, as well as the founding Member Organisations of the BTC, not be lost in this period of change, or in the future.</p>	CEO, FD, CD		
81.2.4	<p>Diversity and Inclusion Plan</p> <p>The Board agreed the Diversity and Inclusion Action Plan (DIAP) at the last meeting. This will be reviewed in 12 months.</p>	Lead	Mar 2024	
81.3	Principle 3: Communication			
81.3.1	<p>People Plan</p> <p>The Meeting Chair detailed that the BTC Ltd Board is now constituted of an INEC, two INEDs and three new Nominated NEDs (all with tenure to 31st March 2027). Current Directors hold tenure as follows: K Beddows (FD), T Nicholls (CEO), K Walton (CD) to next meeting; L Heyes and M Prewett to 1st November 2023, R Sergiew to 30th September 2024, M Brunger to 31st March 2025, D Oliver to 6th September 2025 (see 1.2 BTC Ltd Board and Senior Executive Team document appended).</p> <p>Further to the concerns expressed in 81.2.3 above, the Board discussed the experience of other sports, including that of a football supporters trust where directors had been removed for not upholding the good of the sport.</p> <p>The INED confirmed that the Code requires 25% independent NEDs on a Board to bring a broader perspective, 'check and challenge'; the remaining 75% will continue</p>	Lead to be designated	Oct 2023	

	<p>to be held by NEDs nominated by BTC Member Organisations as detailed in the Articles of Association. BTC Membership Services also provides a forum for the members' voice and oversight of the delivery of Taekwondo.</p> <p>The Meeting Chair advised Directors that anyone with relevant skills or knowledge can be co-opted to Board Committees to ensure that the best interests of Taekwondo are upheld.</p> <p>The FD suggested that NEDs can be invited to observe BTC Membership Services meetings to gain an understanding of the operational aspects of the delivery of Taekwondo.</p> <p>It was agreed that the Risk Register be updated to include the perceived risk of too many non-Taekwondo people as directors on the Board. <i>(NB: This was included at S.1a in March 2023.)</i></p> <p>The INED provided the Board with the appended report giving an update on CIMSPA's work on behalf of Sport England in the area of Workforce Development.</p>	ARC	Jul 2023	
81.4	Principle 4: Standards and Conduct			
81.4.1	<p>Welfare and Safety</p> <p>A lead is to be appointed in line with Tier 3 criteria.</p>	INEC		
81.5	Principle 5: Policies and Processes			
	FINANCE			
81.5.1	<p>Finance Reports</p> <p>The reports, previously circulated by email, were accepted by the Board.</p> <p>The FD reported that the drop of some 15,000 members in the last 3 years has led to a reduction in income of over £80,000.</p> <p>The CEO reported that the first 2 quarter payments from Sport England for the 2023-27 Strategy Period should be received in the next few days.</p>	FD		

British Taekwondo Council

Registered Office: 18 Mulberry Avenue, Turnstone Business Park, Widnes, Cheshire, WA8 0WN

Company Number: 07428946

Approved at the Board Meeting held on 27th September 2023

81.5.2	<p>Service contracts</p> <p>It was reported that Navstar (Blue Chip) (IT licences and support) prices have increased by 15%. BTC currently hold 14 licences at a cost of £150 per month. The CEO advised the Board that the original idea had been to have one Microsoft licence and that all Directors would access the Cloud to view minutes and papers. BTC had provided all Directors with laptops and licences but not all have been used.</p> <p>It was suggested that Directors who use O365 for BTC business should buy their own licence and reclaim it through expenses.</p> <p>L Talbot raised the point that it looks more professional if all BTC Directors and Officers had a BTC email address, eg LTalbot@BTC. There was a consensus that it would be better to use tkdcouncil email addresses and access files via the Cloud.</p>	FD/CEO CEO	Mar 2024 Dec 2023	
81.5.3	<p>Policies and Procedures</p> <p>This work is on-going. The CEO and INED are engaged with the Sport England Governance Lead to support BTC in achieving Tier 3 compliance by December 2023.</p>	CEO/INED	Dec 2023	
81.5.4	<p>Safeguarding</p> <p>BTC successfully achieved Advanced Standards in the annual NSPCC review. Appreciation was expressed for the work undertaken by K Beddows and D Sutherill. It was reported that these reviews may now take place every 3 years, instead of annually, in light of the consistent achievement of standards.</p> <p>New Board members were advised that Ann Craft Trust and NSPCC training for Safeguarding Adults and Children in Sport are compulsory and will be included in the Induction Training. The NSPCC is a 2hr course bespoke to BTC.</p> <p>Association Safeguarding Officers have recently received update training, thanks to Fiona Brown in the delivery of a well-received course.</p> <p>CPSU no longer deliver the Time To Listen course (TTL). They remain the topic specialists but the courses will be delivered by UK Coaching. The BTC Lead Safeguarding Officer confirmed that courses already booked are authorised to run.</p>			

	<p>Due to the significant increase in the course prices going forward, BTC may work with CPSU to formulate their own Welfare Course.</p> <p>The Board was advised that the BTC Safeguarding Team are working on the separation of policies for Safeguarding Children and Adults in Sport, in line with NSPCC and ACT requirements.</p> <p>In light of a recent occurrence (not TKD) in a sports facility he uses, M Prewett queried whether BTC have a Transgender Policy. BTC's Transgender Policy sits in the Equity suite of policies and is delivered in the Registered Instructor course. The CEO reported that the BTC Transgender Competition policy will be reviewed and updated to align with other sports and UKAD policies. Most of the issues arising around Transgender practice in sport relate to situations other than competition, eg changing and toilet facilities, terms of address. <u>It was agreed</u> that the review of these policies be the focus of a working group involving representatives of Member Organisations as well as the Safeguarding Team.</p> <p>The Lead Safeguarding Officer reported that D Sutherill is no longer able to take the role of Safeguarding Champion in BTC Membership Services, and that it would be helpful to have a Board member to provide oversight and support in this area. It was discussed that this would naturally fall within the remit of the BTC Ltd Board Welfare and Safety Lead (81.4.1).</p> <p>The CEO expressed the Board's thanks to K Beddows and his team for their work in this area of NGB responsibility.</p>	LSO/CEO	Oct 2023	
81.5.5	<p>Safeguarding Code in Martial Arts</p> <p>BTC continue to support CPSU in the issuing of SCMA accreditation. All BTC clubs are encouraged to complete the application form which expedites the accreditation process as our NGB standards exceed those of the Code.</p> <p>The Coaching Director suggested that the SCMA and BTC Safeguarding procedures are clarified to instructors. This was echoed by the CEO, reiterating that BTC as the NGB need direct contact with Registered Instructors to ensure that insurance and safeguarding information is disseminated to every individual in line with the Tier 3</p>	FD/LSO		

	standards of the National Code of Sports Governance, and forms part of our SE funded Strategy for 2023-27.			
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81.5.6	UK Anti-Doping No updates at this time. These policies will be reviewed as part of the BTC Transgender Policy working group meetings.	BTC Transgender Working Group		
	STRATEGY UPDATE			
82	CEO Report	CEO		
83	Joint Project with BT: Reintroduction of TKD to GCSE PE Curriculum M Brunger gave the Board an update on the joint BT/BTC Project seeking the reintroduction of TKD to the GCSE PE Curriculum. BT also report interest in TKD in the A Level PE Curriculum. Our joint proposal has been developed, with reference to Boxing, Climbing and Parkour, and is ready to go if and when approval is given. There was discussion around the assessment criteria and methods, and the implications of including Patterns/Poomsae as well as Sparring. Work has previously been done in the development of a generic TKD offer, not identifying either WT or Chang-Ung styles.	MB	Apr 2024	
	TOL UPDATE			
84	K Walton advised the Board that the last figures and reports were drawn up to facilitate the winding-up of TOL. A TOL Board meeting is scheduled tomorrow, Friday 9 th June, and the Sport England 2021-22 Rollover End of Year Review is to be held on Thursday 15 th June.	TOL Reps		

87.1	C Davies reported that UKTDC have new members joining, many having moved from Hong Kong.			
87.2	K Walton reminded Nominated NEDs to share their calendars of events so that the best date for the BTC competition in 2024 can be identified.			
87.3	Some sections of the BTC Instructor Training Day may possibly be delivered by Zoom in October if a suitable venue cannot be identified. Topics will include: Social Media, Children's Mental Health, Adult Safeguarding and a First Aid course.			
87.4	K Beddows advised that the new Professional Indemnity Insurance cover is being negotiated for 2023-24. All BTC Member Organisations should send applications to him in the normal way.			
87.5	C Davies reported that his members are keen to be updated on the introduction of the BTC Coaching and Instructing Award. Board members were advised that the course content has been developed but it remains for BTC to decide whether they wish to seek external accreditation or offer an in-house award, albeit based on the National Coaching Standards (owned by CIMSPA). The BTC Tutor/Assessor workforce await confirmation of their accreditation.			
87.6	C Davies requested that he share his BTC Marketing proposal with the Board for consideration. <u>It was agreed</u> that this should be sent to all Directors.	CD	Jun 2023	
87.7	The INED advised the Board that BTC had received a PhD funding request. The BTC's 2023-27 Strategy and funding do not include an allocation for this expenditure. BT have included academic research in their Strategy and have a PhD student engaged. <u>Action:</u> INED to advise applicant accordingly.	INED	Jun 2023	
87.8	M Maynard reported that he has had recent contact with a director of Story Group which is involved in the delivery of sports apprenticeships supported by 95%			

	government funding. There may be an opportunity to explore this further in the coach development pathway.			
87.9	L Heyes requested an update on a meeting with BT to discuss Kukkiwon arrangements in the UK. The CEO advised that a meeting has yet to be arranged.			
	DATE OF NEXT MEETING			
88	Date to be confirmed when the new INEC is able to contribute to the selection.			

BTC LTD BOARD ACTIONS TRACKER – UPDATED 08/06/2023				
No	Meeting Notes and Agreed Actions	Lead	Due Date	Reviewed/Completed
66/29 0323	All current Directors are requested to complete and return the appended Declarations to populate the Register of Directors' and Officers' Interests.	NGR Committee		Directors to complete the new forms as part of the selection and recruitment process
69.1.4 /2903 23	(i) CEO to send ARC and NGR Terms of Reference and NNED Role & Responsibilities be circulated to NNEDs, advising that meetings will be held quarterly, normally prior to the full Board meetings. (ii) L Talbot to be invited to take up the role of Interim Chair of the ARC Committee.	CEO, NGR Committee	Apr 2023 Oct 2023	(i) Circulated with minutes (ii) Awaiting review by INEC
69.2.1 /2903 23	NGR Committee to proceed with the selection and recruitment of INEDs, inc INEC.	NGR Committee	08/06/23	Appointments ratified by the Board
69.2.2 /2903 23	(i) The NGR Committee will commence NNED Board Induction training. (ii) Coaching Director to discuss the suggested amendments to the BTC Articles of Association with Joanne Kennedy-Reardon, TOL Chair.	NGR Committee CD	Oct 2023 Oct 2023	(i) Induction of NNEDs and INEDs will run together (ii) Draft notes prepared for review

69.5.1 /2903 23	CEO to arrange for the BTC 5yr Plan and NGB membership benefits to be published on the BTC website and social media.	CEO/INEC	Dec 2023	Progressing
69.5.3 /2903 23	(i) FD/LSO to arrange meetings and update of BTC Registered Instructor course.	FD/LSO	Oct 2023	
75.1/2 90323	(i) A new Contract for Services to be issued for Governance Lead. (ii) FD to arrange for BTC's Companies House listing of People to be updated.	NGR Committee FD	Jul 2023 Jul 2023	To be done with INED appointment letters INEC and INED to be added

BTC LTD BOARD ACTIONS TRACKER

No	Meeting Notes and Agreed Actions	Lead	Due Date	Reviewed/Completed
75.2/2 90323	CEO and LH to request a further meeting about Kukkiwon plans with Ian Leafe, BT, for further discussion and assurances.	CEO, IL	Jul 2023	
75.3/2 90323	BTC Member Organisations' calendars to be cross-checked to enable a mutually convenient date to be fixed for a BTC competition in 2024, and to support attendance to all BTC Member Organisations' events.	CEO	Jul 2023	
75.4/2 90323	The CEO to implement a BTC club certificate.	CEO	Sep 2023	
81	National Code of Governance – Compliance with Tier 3: Actions to be reviewed when new INEC and INED in place.	INEC/INEDs/ CEO	Sep 2023	
81.5.4 /81.5. 6/080 623	A Working Group to be set up to review the BTC Transgender policies, including a competition policy	CEO/LSO	Sep 2023	
85/08 0623	Notes of BTC Membership Services to be included in future BTC Ltd Board Meeting agenda. L Talbot and M Prewett to be invited to observe next Membership Services meeting.	LSO	Sep 2023	

APPENDIX 2:

ACTION TRACKER – updated 24th July 2023

BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023						
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date
001	66/290323	All current Directors are requested to complete and return the appended Declarations to populate the Register of Directors' and Officers' Interests.	NOMCOM	31/07/23	Directors to complete the new forms as part of the selection and recruitment process	
002	69.1.4/290323	CEO to send ARC and NOMCOM Terms of Reference and NNED Role & Responsibilities be circulated to NNEDs, advising that meetings will be held quarterly, normally prior to the full Board meetings.	CEO	30/04/23	Circulated with minutes	Completed 24/07/23
003	69.1.4/290323	L Talbot to be invited to take up the role of Interim Chair of the ARC Committee.	NOMCOM	31/10/23	Superseded- T Humphries appointed as Chair of ARC	Completed 24/07/23

	BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023					
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date
004	69.2.1/ 290323	The NOMCOM to proceed with the selection and recruitment of INEDs, including INEC.	NGR Committee	08/06/23	Appointments ratified by the Board	Completed 24/07/23
005	69.2.2/ 290323	The NOMCOM will commence NNED Board Induction training.	NGR Committee	31/10/23	Induction of NNEDs and INEDs will run together	
006	69.2.2/ 290323	Articles of Association be amended so that if a Member Organisation's membership numbers fall below the threshold, their Board place will be rescinded.	INEC	31/10/23	Draft notes prepared for review	
007	69.5.1/ 290323	CEO to arrange for the BTC 5yr Plan and NGB membership benefits to be published on the BTC website and social media.	CEO/INEC	31/12/23	Progressing	
008	69.5.3/ 290323	FD/LSO to arrange meetings and update of BTC Registered Instructor course.	FD/LSO	31/10/23		
009	75.1/ 290323	A new Contract for Services to be issued for Governance Lead.	NGR Committee	31/07/23	To be done with INED appointment letters	
010	75.1/ 290323	FD to arrange for BTC's Companies House listing of People to be updated.	FD	31/07/23	INEC and INED to be added	

	BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023					
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date
011	75.2/ 290323	CEO and LH to request a further meeting about Kukkiwon plans with Ian Leafe, BT, for further discussion and assurances.	CEO	31/07/23	Meetings in place	Completed 24/07/23
012	75.3/ 290323	BTC Member Organisations' calendars to be cross-checked to enable a mutually convenient date to be fixed for a BTC competition in 2024, and to support attendance to all BTC Member Organisations' events.	CEO	31/07/23		
013	75.4/ 290323	The CEO to implement a BTC club certificate.	CEO	30/09/23		
014	81	National Code of Governance – Compliance with Tier 3: Actions to be reviewed when new INEC and INED in place.	INEC/ INED/CEO	30/09/23		
015	81.5.4/ 81.5.6/ 080623	A Working Group to be set up to review the BTC Transgender policies, including a competition policy	CEO/ LSO	30/09/23		
016	85/ 080623	Update / notes of BTC Membership Services to be included in future BTC Board Meeting agenda.	LSO	30/09/23		
017	1.1 240723	Ratify T Humphries as interim Senior Independent Director (SID) at the next meeting	All	30/09/23		

	BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023					
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date
018	2.2 240723	Link to The Code for Sports Governance 2021 document to be added to the BTC website	TH	30/09/23		
019	3.2.2 240723	Review the Terms of Reference (TOR) for the ARC.	INEC/ TH	30/09/23		
020	3.2.2 240723	Review the Risk Register to reflect risk appetite, clear responses, and incorporate the 'three lines model'.	INEC	30/09/23		
021	3.2.2 240723	Develop the risk workshop to be held prior to the AGM	INEC/ TH	25/09/23		
022	3.3.4 240723	Ratify T Cruxton as a member of the NOMCOM at the next meeting	All	30/09/23		
023	4.1 240723	Review the Terms of Reference (TOR) for the NOMCOM	INEC/ TH	30/09/23		
024	4.1 240723	Remaining Board Skills Matrix to be complete and submitted by Board members to the Chair of the NOMCOM	All	30/09/23		
025	4.1 240723	Develop skills gap analysis to be reviewed by the NOMCOM	INEC	30/09/23		

	BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023					
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date
026	85/ 080623 7.2.2 300923	T Cruxton, L Talbot and M Prewett to be invited to observe next Membership Services meeting. TH to be invited to the next Membership Services meeting in September 2023 to clarify BTC policy with regard to the delivery of NGB Registered Instructor Accreditation and Safeguarding courses.	FD	30/09/23		
027	7.2.2 300923	Confirmation that the BTC Member Organisations are complying with the NGB safeguarding training requirements.	TH	30/09/23		
028	7.2.2 300923	Confirmation that BTC Member Organisations attend prescribed safeguarding training	All	30/09/23		
029	7.2.4 300923	Check with BTC insurers as to their policy and claim restriction regarding Transgender Policy	FD	30/09/23		
030	7.2.4 300923	TN to contact the CEO of British Taekwondo (BT) with a view to agreeing a mutual Transgender Policy	CEO	30/09/23		
031	9 300923	AETA to be removed from the BTC website.	TH	31/07/23		Completed 24/07/23

	BTC BOARD ACTIONS TRACKER – UPDATED 24 JULY 2023					
Tracker Ref	Board Ref	Agreed Actions	Lead	Due Date	Progress Update	Completion Date

British Taekwondo Council

Registered Office: 18 Mulberry Avenue, Turnstone Business Park, Widnes, Cheshire, WA8 0WN

Company Number: 07428946

Approved at the Board Meeting held on 27th September 2023

APPENDIX 3:

PRESENTATION

Board Meeting
24th July 2023

Board effectiveness:
Trends and challenges in 2023



How to build a high performing board: The factors you need to know

Composition

- Having the right people on the board is crucial, with skills, expertise, and backgrounds relevant to the company's business and strategic direction.
- Cultural fit - Inclusion and belonging – mission, vision and values.

Information

- Most boards are frustrated with their pre-reading materials / post action lethargy.
- How are directors are offered induction and opportunities to learn more about the business?
- Is continued professional and personal development offered that is individually tailored?

2

How to build a high performing board: The factors you need to know

Committees

- How effective are the board committees and do they get the appropriate support both from executive liaisons and external advisors?
- Do the committee “report outs” keep non-committee members abreast of the committee’s work and decision-making?

Leadership

- How effective is the board Chair?
- Not just when conducting the meetings but also in developing a constructive working relationship with the CEO and even in managing director performance, one of the thorniest aspects of any board leader’s role.

3

How to build a high performing board: The factors you need to know

Agendas

- Make sure the important decisions can be made early in the meeting.
- Ensure that agendas are designed to focus on the most important issues and make good use of the directors' time in the meeting.

Dynamics

- Is there mutual respect between directors?
- Are they comfortable sharing their views openly and disagreeing with their peers and management?
- Is participation relatively well-balanced or do some directors or Executive members dominate the dialogue while others say little?

4

How to build a high performing board: The factors you need to know

Board and Management relationship

- Is the board/management relationship characterized by mutual respect, transparency, and a willingness to collaborate?
- Or does the board lack trust in management?
- Or management views the board as little more than a nuisance?

Processes

- How effectively does the board engage with management in reviewing strategy, overseeing risk, developing plans for CEO succession, conducting effective board evaluations, and the annual review of CEO performance (and other Executive members)?

5

Having the right people is a very significant part of how effective a board can be

- What is the best possible board would look like to govern this company in light of its' business and its' strategy?
- Consideration of what the company wants to achieve in terms of diversity.
- Try to determine where good pools of diverse talent might assist the company in achieving those goals while filling in the essential expertise / backgrounds that have been identified.
- Focussing on the characteristics the company wants all of the directors (and Executive members) to bring to the board table, such as integrity or strategic acumen.

Understand the difference between governance and management

- This can be a difficult art to acquire, even if a director has served on the board for a period of time or if it is the first board they have served on.
- It's only human nature to sit down in the boardroom and ask the same sorts of questions you might ask in your own executive team.
- But in doing so, you are typically asking management-level questions rather than operating at a governance / oversight level.

Board Management Styles

Country club mode	Members were appointed almost as a reward and meeting were a social occasion with nobody expected to ask any awkward questions.
Reporting out mode	Today, most boards operate in reporting out mode, where board members do ask awkward questions and challenge management assumptions.
Micro-management mode	This is a phenomenon that often occurs in response to a crisis, where the board becomes more heavily involved in the day-to-day operations of the business.
Hands-on mode	The founder of the company chooses a board of people with different areas of expertise that they can use as a quasi-executive team.
Collaborative oversight mode	The board not only asks the same challenging questions on behalf of stakeholders as they would in the reporting-out mode, but they also act as a sounding board for management.

Collaborative Oversight

This allows the board to leverage the expertise and backgrounds of directors.

Providing even greater value to both stakeholders and corporate executives

8

Essential Elements of Collaborative Oversight

1. The CEO must foster collaboration with the Chair and board, recognizing the value of leveraging directors' expertise instead of seeing the board as a hindrance to be appeased.
2. A competent meeting facilitator is essential for the Chair, willing to intervene when the board veers off-topic and engages in micromanagement.
3. Board members must possess the necessary skills, expertise, and attitude to provide valuable insights and perspectives to management.
4. The tone of the meetings must shift from a one-sided reporting format to a constructive dialogue between the management team and the board, engaging in meaningful discussion on significant issues.

9

Code for Sports Governance: Requirement for a Tier 3 funded organisation

- The Board shall set out, promote, and support the implementation of minimum good governance standards, including with respect to diversity and inclusion:
 - throughout its organisation; and
 - within its membership and/or associated organisations
- The required levels of:
 - transparency;
 - diversity and inclusion;
 - accountability, and
 - Integrity.
- At the heart of the Code for Sports Governance are ‘The Five Principles’ of good governance.

10

The Five Principles

1. Structure

Organisations shall have a clear and appropriate governance structure, led by a Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it. The Board shall be properly constituted and shall operate effectively.

Why is it important? ⚠️

The right governance structure, with decisions made at the right level, enables the best decisions to be made to drive the success of the organisation.

Having an appropriate governance structure demonstrates to all stakeholders that the organisation is well managed. This is key to winning the confidence of staff, suppliers and potential investors and also provides a framework for organisational growth and development.

2. People

Organisations shall recruit and engage people with diversity of background, thought, independence, skills and experience to take effective decisions that further the organisation's goals and best serve their communities, stakeholders and wider UK society.

Why is it important? ⚠️

Diverse, skilled and experienced decision-making bodies which contain independent voices and engage in constructive and inclusive debate enable good decision-making and help create trust with stakeholders.

3. Communication

Organisations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.

Why is it important? ⚠️

Being responsive to stakeholders, understanding their interests and hearing their voices helps shape the organisation's governance and strategy. Transparency about why the organisation exists, what it is trying to do, how it is doing it, with what results and in an accessible way empowers stakeholders by giving them the information about the organisation that they need to know.

4. Standards and Conduct

Organisations shall uphold high standards of integrity, promote an ethical and inclusive culture, and engage in regular and effective evaluation to drive continuous improvement.

Why is it important? ⚠️

Having the right values embedded in the culture of the organisation helps protect public investment and also enhances the reputation and effectiveness of the organisation, earning stakeholder trust. Constantly seeking to improve makes an organisation swift to respond to new challenges and opportunities.

5. Policies and Processes

Organisations shall comply with all applicable laws and regulations; consider the social and environmental impact of their decisions; undertake responsible financial strategic planning; and have appropriate controls and risk management procedures.

Why is it important? ⚠️

Understanding the legal environment, factoring in socio-environmental considerations when making decisions, and having in place appropriate financial and other controls help mitigate risk and enhance stakeholder trust and organisational reputation.



11

APPENDIX 4:

BTC Organogram

The following organogram is a pictorial representation of the members of the Board of Directors, all of which have voting rights.

The Senior Executive Team are co-opted Members of the Board and eligible to attend the Board meetings (and associated sub-committees) but do not have voting rights.



Independent Non-Executive Chair

Joanne Kennedy-Reardon



Independent Non-Exec Director

Thomas Cruxton



Non-Exec Director

Terry Humphries



Nominated Non-Exec Director

Dave Oliver



Nominated Non-Exec Director

Ron Sergiew



Nominated Non-Exec Director

Michael Prewett



Nominated Non-Exec Director

Matthew Brunger



Nominated Non-Exec Director

Lee Heyes



Nominated Non-Exec Director

Chris Davies



Nominated Non-Exec Director

Mark Maynard



Nominated Non-Exec Director

Lyn Talbot

SENIOR EXECUTIVE TEAM



Chief Executive Officer
Trevor Nicholls



Financial Director
Kevin Beddows



Coaching Director
Kenny Walton

APPENDIX 5:

Risk Register – 8th June 2023










RISK ASSESSMENT SCORING MATRIX							
Impact	Catastrophic	5	5	10	15	20	25
	Significant	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
	Insignificant	1	1	2	3	4	5
		Score	1	2	3	4	5
	Low		Negligible	Rare	Unlikely	Possible	Probable
	Medium	1	Likelihood				
	High	2					
	Very High	3					

British Taekwondo Council

Registered Office: 18 Mulberry Avenue, Turnstone Business Park, Widnes, Cheshire, WA8 0WN

Company Number: 07428946

Approved at the Board Meeting held on 27th September 2023

Ref	Risk	Implication	Impact	Likelihood	Risk Score	Strategy	Mitigating actions	By whom?	By when?	Residual Score		Current Risk State
												R A G
S.1a	Ineffective partnership working within BTC Ltd	Failure to share best practice, achieve aims or use resources effectively	2	2	4	Manage	Regular Board Meetings and communications between directors and officers	All	Quarterly	4		
S.1a	Balance of Board decisions relating to TKD activity	Best interests of Taekwondo being overruled by non-TKD Directors	4	3	12	Manage	Selection, recruitment and induction training of new Directors	Board	Mar-24	6		
S.1b	SCOT (Scottish Council of Taekwondo)	Relationships and aims in conflict with BTC as the NGB	3	3	9	Manage	Maintain channels of communication and monitor	Chair/CEO	On-going	6		
S.2b	Ineffective partnership working within TOL	Failure to meet SE requirements for collaborative working	2	2	4	Manage	TOL to wind up its fiduciary responsibilities from end March 2023. Maintaining regular meetings and SE reporting at this time. BTC working through the process to achieve System and Financial Partner status from Apr-23	TOL Reps	On-going	4		
S.3, S.5, S.6, S.7, S.9, S.10	Ineffective or miscommunications internal and external to BTC	Failure to meet SE uptake and retention targets and maintain BTC resilience if not in receipt of SE funding	2	2	4	Manage	Regular Board meetings, positive contact with external organisations and monitor progress towards targets through membership and project reports	All	On-going	4		
S.4	In the event of BT or BTC withdrawing from TOL, or TOL being dissolved	Failure to meet SE requirements for collaborative working; possible loss of SE funding	4	4	16	Monitor	Maintain communication via TOL and Chairs and ensure BTC work to meet SE funding criteria	Chair/TOL Reps	On-going	16		
S.8	Safeguarding Code in Martial Arts	Ensuring safe and well-managed clubs in line with internal and/or external criteria	3	3	9	Manage	Licence from SE secured for BTC to issue SCMA to TKD clubs. Maintain communications with SE/NSPCC/CPSU to influence national agenda	Chair/CEO	On-going	4		
O.1	Appointment of Directors and Executive Officers	Non-compliance with National Code of Governance Tier 3 standards	3	3	9	Manage	New AoA agreed 110722. INEC/INED advertisements posted. Member organisations invited to nominate appropriate individuals for Board positions	Chair/CEO	Mar-23	6		

Ref	Risk	Implication	Impact	Likelihood	Risk Score	Strategy	Mitigating actions	By whom?	By when?	Residual Score	Current Risk State	
											R A G	
O.1	Lack of responses to advertised Director roles	Failure to meet the responsibilities associated with managing the NGB status, ie Tier 3 compliance	4	4	16	Manage	Two NEDs, including the INEC, now appointed to the Board through open selection and recruitment	Board/SE	Jun-23	12		
O.2	Lack of expertise of Director and officer posts	Failure to meet the responsibilities associated with managing the NGB status, ie Tier 3 compliance	3	3	9	Reduce	Review of Directors' knowledge and expertise; applications to Director roles to be supported by CV and Skills Matrix	Chair/CEO	Mar-23	6		
O.3	Loss of key staff	Adverse impact on operating NGB effectively and efficiently	3	3	9	Manage	Succession planning - bringing younger directors to the Board and Council to gain knowledge, understanding and experience; emergency action plan to be agreed	Chair/Exec Directors	Mar-23	6		
O.4	IT Systems	Loss of data; breakdown in communications and access internally and externally	3	4	12	Manage	Ad hoc support contract in place; telephone and broadband with new provider	CEO/FD	Oct-22	8		
O.5	Databases	Loss of data	3	4	12	Manage	Ad hoc support contract in place; website CRM managed by UK ITF; firmware and cloud back-up systems in place; cyber insurance in place	CEO/FD	Oct-22	8		
F.1	Financial expertise	Non-compliance with SE partnership requirements	2	3	6	Manage	Compliance with Tier 3 of Code of Governance 2021 and SE contractual agreements	Chair/CEO /FD	Mar-23	6		
F.2	Accountability	Failure to meet the responsibilities associated with managing the NGB	4	3	12	Manage	BTC working through the SE Systemic and Finance Partner assessment process	FO/ CEO	Mar-23	6		
F.3	Liquidity/Cash Flow	Failure to meet NGB responsibilities with or without SE funding	5	1	5	Manage	Monthly financial reports, regular Board meetings, financial policies and procedures; report at AGM of contracts/ external providers	Chair/CEO/ FD	Monthly	5		

Ref	Risk	Implication	Impact	Likelihood	Risk Score	Strategy	Mitigating actions	By whom?	By when?	Residual Score	NCOU	Current Risk State
												RAG
F.4	Systems support receipt of public funds	NGB could be deemed not fit for purpose and lose/fail in bid for SE funding	4	3	12	Manage	Internal audit policies and procedures against Tier 3 of NCOG, and SE Systemic and Finance Partner assessment process	CEO/FD	Mar-23	6		
C.1	Recruitment and selection of staff	Lack of transparency and not complying with NGB policies and procedures; failing to secure the best person for the job	2	3	6	Manage	Implement HR policies and procedures and Diversity Action Plan	Chair/CEO	Mar-23	6		
C.2	Employment Practices	Failure to meet statutory obligations	3	3	9	Manage	Job Description and Contracts to be redrafted; new AoA to be logged with Companies House	CEO/FD	Dec-22	6		
C.3	Regulations (H&S, SG, CCE, DBS/PVG, Equity, DP, Whistleblowing)	Failure to meet NGB obligations	4	1	4	Manage	All policies and procedures to be reviewed for updated course 2023	Executive Team	Mar-23	4		
C.4	Instructor training and qualifications	Failure to meet NGB obligations	4	2	8	Manage	Coach/Instructor courses for new and renewing instructors	Executive Team	Mar-23	6		
C.5	Insurance	Failure to meet NGB obligations	4	1	4	Manage	Review of current and alternative providers, report to AGM	CEO/FD	Jun-23	4		
20121 CoG Self Assessment												
C.6	Self Assurance	Failure to meet NGB obligations as required by NCOG Tier 3	3	3	9	Manage	INED appointed to support CEO in the area of governance; new AoA agreed 110722	CEO/INED	On-going	4		
1.3, 1.4, 1.5	Failure to comply with agreed roles and responsibilities of the BTC Board	Non-compliance with terms and conditions of employment, Employee Handbook and Terms of Reference for Sub-Committees, leading to grievance or disciplinary action	4	3	12	Manage	New Organisation Chart, Director and Executive Team roles and responsibilities to be confirmed; Terms of Reference for Sub-Committees to be reviewed	All	Mar-24	12		

Ref	Risk	Implication	Impact	Likelihood	Risk Score	Strategy	Mitigating actions	By whom?	By when?	Residual Score	Current Risk State	
											RAG	
1.6	Failure to complete Declaration of Interests	Potential for Fraud	2	4	8	Eliminate	Signed 2019 forms held on file; Standing item on Board agenda; new Board to provide declarations prior to appointment	All	Mar-24	6		
2.1, 2.2,	Need to clarify the management control of BTC Ltd and define the role of the BTC Council	Failure to meet NGB responsibilities and comply with NCOG Tier 3 criteria	3	2	6	Manage	New AoA details updated constitution of Board, 'member voice' now heard in Membership Services with a representative Director, in line with the new Code of Governance 2021	All	Oct-23	4		
3.1	New Governance Code	Failure to meet NGB responsibilities	3	3	9	Manage	Board constituted in line with Tier 3 of the new Code of Governance 2021; working through Systemic and Finance Partner process with SE	INEC / INED / CEO	Dec-23	4		
3.2	Failure to prepare, approve and put in place an annual income and expenditure budget	Unable to monitor the achievement of strategic objectives, non-compliance with NCOG Tier 3	4	3	12	Manage	Board agenda item; Self Assurance; SE Finance Partner assessment process	FO/ CEO	Mar-24	6		
3.3	Failure of Board to monitor actual v budget with variance explanations	Investigations, withdrawal of funding, penalties	4	3	12	Manage	Financial reports to Board meetings	FO/ CEO	Quarterly	6		
3.4	Annual financial statements, Annual Report	Failure to meet NCOG Tier 3 criteria and NGB status	4	3	12	Manage	Accounts audited and accepted by Board	FO / All	Quarterly	6		
3.5	Management of HR policies and procedures	Failure to meet current legislation and best practice guidelines in regard to HR matters, leading to grievance issues	1	1	1	Manage	Review of current legislation and guidance for each policy to ensure compliance	CEO / FD	Annually	1		
3.6	Assessment of Risk	Failure to identify and assess risk to the organisation's financial and HR policies and procedures, staff, strategy and implementation	2	2	4	Manage	Risk Register review at Board meetings	Board	Quarterly	4		
4.2	Fraud	Damage to business reputation, loss of business, financial loss, emotional damage	3	3	9	Eliminate	Directors and staff to complete statutory declarations and undertake training to improve awareness of the potential for Identity, Staff, Financial Fraud, if deemed necessary	All	On-going	6		

APPENDIX 6:

Finance Reports

BRITISH TAEKWONDO COUNCIL LTD

YEAR 01/4/2021 TO 31/3/2022

STATEMENT OF ACCOUNTS
Up to and including 30th June 2023

FUNDING	Sport England	
Transferred from BIC Ltd Reserve		£61,288.00
Sponsorship		
BTC Instructor Training Day		
Membership Fees		£60,000.00
Miscellaneous,		
Insurance Rebate		
		£121,288.00
EXPENDITURE		
INSURANCE		£0.00
POSTAGE		£116.00
TELEPHONE/FAX		£230.61
STATIONERY		£29.99
MEETING ROOMS/REFRESHMENTS		£0.00
WEBSITE CHARGE		£0.00
TRAVEL EXPENSES (B.T.C.)		£0.00
INCOME TAX		£0.00
N.I.C. EMPLOYER		£0.00
N.I.C. EMPLOYEE		£0.00
ADMINISTRATION		£0.00
ACCOUNTS		£1,620.00
BLUECHIP IT SET UP / SUPPORT / LICENCE		£588.52
COMPETITION		£0.00
OFFICE / COMPUTER EQUIPMENT		£2,580.00
STORAGE SPACE HIRE		£1,082.64
OFFICE EQUIPMENT HIRE/ Photocopier		£0.00
SUNDRIES /MISC		£0.00
BANK CHARGE		£4.20
NOW PENSIONS		£45.00
LTD RESERVE		
Total		£6,296.96
Income		£121,288.00
Expenditure		£6,296.96
Balance		£114,991.04

Date: 02/07/2023

Time: 10:32:20

British Taekwondo Council Limited

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Profit and Loss

From: Month 1, April 2023

To: Month 4, July 2023

Chart of Accounts:

Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Income			
Income	121,288.00	121,288.00	121,288.00
		121,288.00	121,288.00
Expenditure			
		0.00	0.00
Direct Expenses			
		0.00	0.00
Gross Profit/(Loss):		<u>121,288.00</u>	<u>121,288.00</u>
Overheads			
Gross Wages	45.00	45.00	
Printing and Stationery	145.99	145.99	
Telephone and Computer charges	2,810.61	2,810.61	
Professional Fees	2,208.52	2,208.52	
Maintenance	1,082.64	1,082.64	
Bank Charges and Interest	4.20	4.20	
		6,296.96	6,296.96
Net Profit/(Loss):		<u>114,991.04</u>	<u>114,991.04</u>

BTC Ltd Fixed Costs

30th June 2023

Title	April 23	May 23	June 23	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
CEO													
OP Man													
Fin / Pro													
Tr / Off													
N.IBTC													
N.E.D													
NE Chair													
Accountant			£1,620.00										£1,620.00
Total			£1,620.00										£1,620.00

BTC Ltd Variable Costs

Projects Costs

Title	April 23	May 23	June 23	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Strategy													
Project 1													
Project 2													
Project 3													
Project 4													
Support	£121.86	£91.87	£91.87										£305.60
Misc	£1,393.60	£193..21	£2,784.55										£4,371.36
Total	£1,515.46	£285.08	£2,876.42										£4,676.96

Project 1 Clubmark	Grow & Sustain
Project 2 Touch Gloves	Grow
Project 3 Combat Sport	Grow
Project 4 Competition	Sustain
Support Costs	Stationery, Travel, Meeting Room Office Cost
Miscellaneous items	Advertising, Corporate Wear etc

British Taekwondo Council

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Company Number: 07428946

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Review of costs. BTC Ltd Strategic Plan 2022/2023

MISC

BUDGET £18,000.00

30th June 2023

Activity	April	May	June	July	August	Sept	October	November	Dec	January	February	March	Total
Computer Equip			£2,580.00										£2,580.00
Bluechip IT Support	£193.21	£193.21	£202.10										£588.52
Bank Charge	£1.75		£2.45										£4.20
Inst Day Hall Hire													
Postage	£116.00												£116.00
Website Updates													£0.00
Office Equipment													£0.00
Hire/ photocopier													£0.00
Office Space Hire	£1,082.64												£1,082.64
Storage													
Total Costs													
	£1,393.60	£193.21	£2,784.55	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,371.36

Review of costs. BTC Ltd Strategic Plan 2022/2023

Support

BUDGET £60,000.00

30th June 2023

Activity	April	May	June	July	August	Sept	October	November	Dec	January	February	March	Total
Stationery	£29.99												£29.99
Telephone	£76.87	£76.87	£76.87										£230.61
Travel Expense													£0.00
Meeting Rooms													£0.00
Now Pensions	£15.00	£15.00	£15.00										£45.00
Insurance													£0.00
Totals	£121.86	£91.87	£91.87	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£305.60

APPENDIX 7:

Three Lines Model



Three Lines Model:
Institute of Internal Auditors

www.iaa.org.uk

Adapted from the publication of July 2020 by IIA Global



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Key Messages of the Model

The purpose of the three lines is to create and protect value.

Success requires effective alignment, communication, coordination, and collaboration, with all roles operating concurrently.

Accountability

- By the governing body; typically, the Board and its sub-committees i.e. audit committee is accountable to stakeholders for oversight.

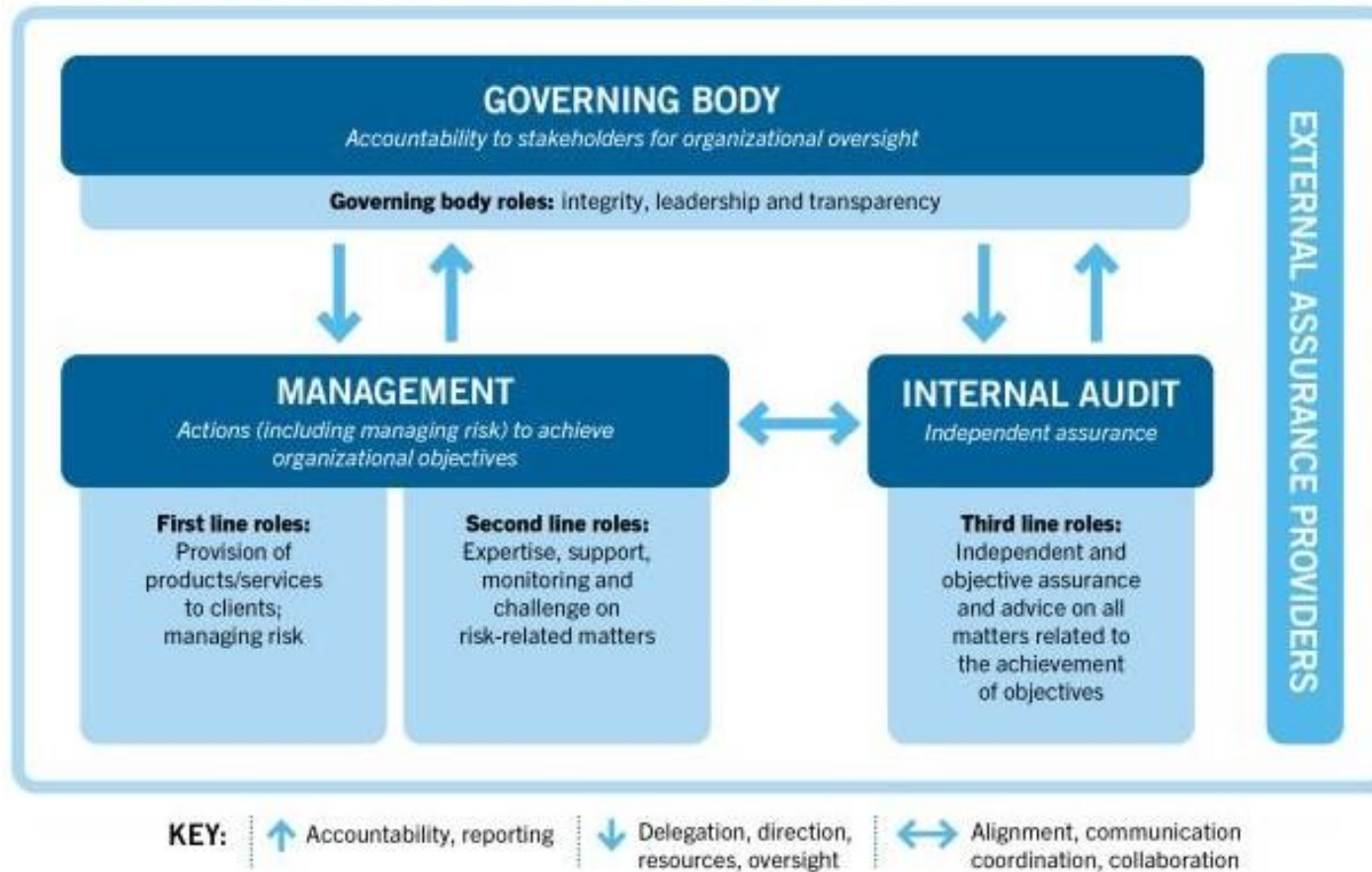
Actions

- Management ; the first and second line are responsible for managing risks.

Assurance

- internal audit; independent function reporting directly to the highest point of authority in the organisation - the governing body (audit committee) – providing advice, insight, and continuous improvement, but at the same time supporting management in their role.

The IIA's Three Lines Model (2020)



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LINE	FUNCTIONS/INDIVIDUALS	RESPONSIBILITY	ROLES
First	Management Operational functions and support functions such as HR and Finance	Action	<ul style="list-style-type: none"> to achieve organisational objectives delivery of products and/or services manage risk directly support activities of the organisation
Second	Management eg Legal, Information Security, Quality Assurance, Health & Safety, ERM/Risk	Action	<ul style="list-style-type: none"> to achieve organisational objectives provide assistance with managing risk provide complementary expertise, support, monitoring, and challenge to those with first line roles
First and second line roles may be blended or separated			
Third	Internal audit	Assurance	<ul style="list-style-type: none"> provides independent and objective assurance and advice on the adequacy and effectiveness of governance and risk management
	Governing Body	Accountability	<ul style="list-style-type: none"> ensures appropriate structures and processes are in place for effective governance (delegates responsibility and provides resource) ensures organisational objectives and activities are aligned with the prioritised interests of stakeholders establishes and oversees an independent, objective, and competent internal audit function to provide clarity and confidence on progress toward the achievement of objectives

An effective risk management framework will be embedded into the culture and day to day operations of an organisation.

This can be achieved by;

- including responsibility for risk management in job profiles;
- developing performance metrics related to surprise events or loss, and
- effective risk reporting processes

Key Messages of the Three Lines Model

The Model is a useful tool when providing assurance over risk management, it is presented in a language that is often familiar to governing bodies.

- Internal audit or other oversight function should be able to observe the application of the Model and evidence that it is management's responsibility not that of oversight functions or internal audit, to manage risk.

The Model puts great emphasis on alignment, collaboration, and coordination.

- Internal audit or other oversight function has the skills, competency, and corporate knowledge to deliver insight to help the governing body establish a risk management and assurance framework appropriate for it to discharge its duties in line with its risk appetite.

Although the narrative for the third line role specifically relates to internal audit, the Model recognises that in some organisations, third line roles other than internal audit may exist, such as oversight, inspection, investigation, evaluation, and remediation.

- In such circumstances, internal audit should provide assurance that they are truly independent of management so as not to compromise the integrity of the Model.