



British Taekwondo Council

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British Taekwondo Council – Board Meeting Summary

Meeting Date: 15 October 2025

Format: MS Teams | Time: 10:05–11:45

The BTC Board met following the Annual General Meeting to review governance, strategy, safeguarding, finance and organisational development. The meeting was quorate, with apologies noted.

1. Governance & Board Administration

- Minutes from the 2 July 2025 meeting were approved without amendment.
- The Board reviewed the Actions Tracker. Most items remain in progress, including:
 - Finalisation of the Memorandum of Understanding (MOU)
 - Completion of Board inductions
 - Development of mini-biographies for website publication
 - Succession planning for key future Board vacancies

2. Board Composition & Succession Planning

- No Member Organisations currently meet the threshold for new Board representation or are seeking to nominate a Director.
- The Board noted upcoming term-limit retirements in September 2026 and agreed that NOMCOM and the CEO will lead early succession planning.
- Following the meeting, David Oliver (TAGB) formally resigned (14 November 2025).
- A wider discussion was held on future requirements for a Finance Champion role, supporting long-term governance capacity.

3. Risk, Audit & Assurance

- The Risk Management & Internal Controls Deep Dive will proceed via a dedicated Task & Finish Group led by SF, reviewing risk appetite, tolerance and strategy.
- The Audit & Risk Committee (ARC) minutes (29 September 2025) were received.
- Plans were agreed to produce a simplified summary heat map of the Risk Register for future meetings.
- A PESTLE Analysis supporting strategic planning was reviewed.
- Further consideration will be given to forming a Stakeholder Engagement Committee, as required under Tier 3 governance.



4. People, EDI and Training

- EDI Lead provided updates including work on:
 - Guidance on pregnancy in Taekwondo
 - Protected characteristics and alignment with the Moving to Inclusion (M2I) Framework and DIAP
 - Board Induction documentation and Board member mini-biographies remain outstanding. Completion is required for Tier 3 transparency compliance.
 - Board Members and Senior Executives will attend Sports Governance Academy (SGA) Board Development Fund training on 20 & 27 November 2025.
 - Board and Member Organisation survey response levels remain low. A renewed push for participation is underway.
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5. Safeguarding & Welfare

- 10 minor safeguarding concerns were being handled appropriately.
 - One reputational case was closed owing to the death of the individual involved.
 - No additional safeguarding or welfare incidents required reporting.
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6. Membership Services

- No Membership Services meeting had taken place since July.
 - Approval of the Service Level Agreement (SLA) between BTC and Membership Services was deferred, pending completion of standing orders.
 - Authority for signing the SLA was delegated to the Chair and/or Senior Independent Director once finalised.
 - Work continues on drafting the MOU with Member Organisations.
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7. Finance & Audit

- September 2025 Financial Report shows:
 - Reserve balance: £109,253.74
 - Current account: £26,288.74
 - No unusual variances; audit finalised.
 - Audited Financial Statements (year ending 31 March 2025) were approved and signing authority delegated to the Chair/SID.
 - Audit firm Mattocks Grinley reappointed for 2025–26, with benchmarking planned.
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8. Strategy & CEO Report Highlights

- BTC maintained overall membership levels, though churn requires deeper analysis.
 - Positive response to direct instructor engagement (e.g., QR-based event registration).
 - Continued work with Kukkiwon UK Office, with BTC representation on Senior Degree testing panels.
 - Collaboration with Home Nations continues; BTC remains recognised by Sport England and other Home Nation partners.
 - BTC Training Day scheduled for 2 November 2025, including sessions on Equity, First Aid and Mental Health. Invitations issued to 678 instructors.
 - Instructor Course updates aligned to M2I framework; DBS verification processes transitioning to online methods.
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9. Horizon Scanning

The Board received and discussed:

- Boardroom Bellwether Report 2025
 - Cybersecurity Risks guidance
 - Boardroom resilience materials
- Key themes included AI adoption, challenging economic conditions, rising cyber risks, and evolving DEI expectations.
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10. Next Meetings

- 17 December 2025
- 11 March 2026
- 8 July 2026
- 14 October 2026 (AGM)