

TOL BOARD MINUTES

Date: 31st October 2017

Time (INED Interviews): 09:00hrs to 11:00hrs

Time (TOL Board): 11:00hrs to 13:30hrs

Venue: GB Taekwondo National Training Centre GB Taekwondo, Ten Acres Sports Complex, Ten Acres Lane, Manchester, M40 2SP

Board Attendees:

- Mr Trevor Nicholls - TN
- Mr Kenny Walton - KW
- Mr Mark Abberley - MA
- Mr Gary Hall - GH
- Mr Philip Morris - PM
- Ms Kelly Lickley - KL
- Mrs Adele Stach-Kevitz (Chair) - ASK

Meeting Attendees:

- Ms Joanne Drapier (Sport England) - JD
- Ms Rebecca Gibson, Mr Colin Geenes (Sport Structures) for agenda item #4
- Mr Ash Cox (British Swimming) for agenda item #7 - AC

INED Interviews:

Meeting room in NTC was reserved between 09:00hrs and 11:00hrs for interviews:

- John Brewer - joined by concall and was interviewed by all TOL Directors, with JD attending mid-interview
- Melanie Sanders – declined interview due to conflicting commitments that meant she had to pull out of consideration

Board Agenda Items:

1. Introductions and Declarations

1.1. Board attendees were welcomed

1.2. No declarations were offered by those present and there were no conflicts reported.

1.3. JD presented an overview on Sport England re structure: The changes are efficiency driven in how they manage key relationships in the future. Relationship Managers have been made redundant and Sport England are reforming their support team. JD explained the new

model is still bedding down and the organisation will undergo a 1-2 month transition. Sport England are asking NGBs to think about what support they value from Sport England to help shape their future services and working relationships. JD's team will work across all sports, so their function will be to support and not act as a relationship manager for 46 sports

- **ACTION:** All NGBs are tasked to answer within the next 2-3 weeks.

2. Minutes of the last meeting and approvals

2.1 A number of actions relating to the previous board meeting were discussed and updated

- *Previous Action 2.3* – BT's letter of representation to close out finances has been sent
- *Previous Action 2.3* – TOL closed out Audit with Sephtons and ratified at AGM on 22 September
- *Previous Action 3.4* – BT to research Disability KPI over investment programme
- *Previous Action 3.9* – TOL submitted Dashboard which is now finalised and was circulated with board papers
- *Previous Action 4.1* – Update on Insights survey presented by Sport Structures: agenda item #4
- *Previous Action 6.2* – Reconciliation figures received from BTC/BT for previous period, though new updates are now pending for Q3
- *Previous Actions 6.3 / 7.2* – Review on Safeguarding risks (Ash Cox from British Swimming to share his insights from UK Sport International Strategy Conference and Safeguarding session)
- *Previous Action 8.2* – INED interviews scheduled and conducted
- *Previous Action 8.4* – Director Liability Insurance (£498) paid

2.2 The Minutes were approved and will be signed and uploaded to Dropbox. KL changed intention to resign and her continuation was formally noted in these Minutes.

- **ACTION:** PM to draw up INED contract for a year extension similar to PM and ASK

2.3 Matters arising

- SE organisation changes noted under point 1.3
- Review of Dropbox and information uploading issues with the board

3. Sport England: Performance and KPI Dashboard update

3.1 New Targets Dashboard for TOL

NGB Name: TOL											
Outcome	Measure	NGB Influence			Target					Source/s	Reporting frequency
		Frequency	Baseline (influence number agreed)	4 year Target	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21			
	Number of people regularly participating	2 x week participation time	40828	43578	41228	41728	42528	43578			
	Number of people regularly participating	2 x week participation	11822	13187	13022	13372	13772	14187	Primary Source: BT membership database Secondary source: Validation through Active Line	Every six months, March and September	
Maintain/increase number and diversity of people with a meaningful sport and physical activity habit	Number of people regularly participating	2 x week participation	28000	30381	28206	28856	29756	30381	Primary Source: BTC membership database Secondary source: Validation through Active Line	Every six months, March and September	
	Diversity of people regularly participating	Diversity	Baseline	4 year Target	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Source/s	Reporting frequency	
		Female (total)	39%	42%	39%	40%	41%	42%			
		Female	42%	TBC	TBC	TBC	TBC	TBC	Primary source: BT membership database	Every six months, March and September	
	Female	37%	TBC	TBC	TBC	TBC	TBC	TBC	Primary source: BTC membership database	Every six months, March and September	
		LSD	LSD baseline and target to be set by 31st March 2018, LSD target to be a subset of BT & BTC membership databases	TBC	TBC	TBC	TBC	TBC	Primary source: BTC & BT membership databases	Every six months, March and September	
	Bespoke additional impact against government outcomes	Gov. Outcomes	Baseline	4 year Target	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Source/s	Reporting frequency	
		Mental Wellbeing	TOL/BTC are keen to work with Sport England on defining how they can evidence impact against mental wellbeing								
Increase in number of young people (5-15) with a positive attitude towards sport and being active	Will be introduced at a later date										
More financially sustainable organisations	Sport England investment into back office costs	Measure	4 year Target	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Source/s	Reporting frequency		
	Non-Sport England income	Sport England investment into back office costs	£17,500	£20,000	£20,000	£17,500	£17,500	Financial template, management accounts and annual accounts	Quarterly		
	Bespoke financial sustainability plan	To be agreed following submission of the financial sustainability plan	To be set in April 2018	To be set in April 2018	To be set in April 2018	To be set in April 2018	To be set in April 2018	Financial template, management accounts and annual accounts	Quarterly		
		By 31 March 2018, TOL will submit plans to Sport England, in a format to be agreed with Sport England and to Sport England's satisfaction, to demonstrate how it will reduce its reliance on Sport England funding for the final three years of its award (being from 1 April 2018 to 31 March 2021). Non-Sport England income targets will be agreed following the receipt of this plan.									

3.2 Sport England noted the starting points for both organisations and had requested a breakdown from BT and BTC.

3.3 The % Measurement for female participation is consistent across all NGBs, so TOL will report actual numbers to ARC committee, but the % figure to Sport England.

3.4 There is a new performance manager in Sport England who will devise the review process for year-end.

3.5 Mental Well Being – Sport England need to show impact across their outcomes, hence they have requested all NGBs to help them show how they may evidence these impacts. TOL will consider how to present these findings to help Sport England report positive outcomes.

- **ACTION** – TN to create a tracker for the Dashboard so BT and BTC KPIs can be added
- **ACTION** – BT (MA) to share their narrative report to BTC so this can be used for TOL ARC/board

3.6 BT Performance Update

Female participation is growing, but not in line with membership. There are more female members, but as male growth is larger, female % reduces. Growth is occurring outside of traditional core market. Kicksister growth is arising from teenage girls wanting a fitness programme, or 35+ females interested in fitness and self-protection. BT's focus has been on how to slow down churn. BT recognised a family link to membership around churned members becoming parents, then re-joining sometime in the future with their young children. Under the Business Services workstream, BT have been recruiting operations executives and business services executives for the North. This work will broaden over time and will link to the Targets Dashboard. BT understands that clubs operate as businesses, so

churn is less important because their value is higher at acquisition which conflicts against the argument to maximise retention.

3.7 BTC Performance Update

Overall BTC membership is up, as churn is down. Touchgloves is still running and BTC's market had moved more towards to the older female 35+ member. BTC are looking at the 12-16 years old segment, to offer a more exciting training syllabus. Measuring increased participation per week is proving difficult, since many clubs have a flat rate fee whether a member trains once or twice.

4. Insight Survey: overview of report findings

4.1 Survey progress summary from Sport Structures – accompanying report shared with TOL

- Survey addressed two parts - (1) why people leave and (2) non-participants
- Why people leave was difficult to conduct - Time was a contributing factor i.e. life challenges. Costs were important as they progressed through the sport and some respondents expressed anger at grading costs, citing they would have returned if culture had changed. Standard challenges were noted as officiating decisions and development opportunities. Scoring system was discussed and some felt frustrated with it. Underlying frustration of governance and politics noted through the survey, so it must have been touching members in some way and often it was those who had been a part of the sport for a while.
- People who did not take part in Taekwondo - biggest challenges here are that people do not know about it; it is confused in the market place; there is no clarity to the man on the street. When you examine the causes, many did not understand the different martial art combat sport disciplines. This created conflicting attitudes and influenced their behaviours, serving to dissuade them. So it is important to address the knowledge base of the sport and not just the Olympic side i.e. inspirational professional athletes can be both an attraction and a turn-off, depending on person - notably a deterrent for older participants. Taekwondo needs to ensure people can relate to the sport and it is right for them, whilst also making it a sport is available in a time-accessible format. Opportunities in poomsae are very appealing to mature women and gym fans. Health and wider family market provide wider growth areas. Growth in child market could be realised, if people understood the sport better. Mental wellbeing would activate if they understood more and classes were smaller.
- Recommendations:
 - Non participants to develop education and training for clubs in how to target these participants and how to welcome new people into the sessions
 - Often dissuaded by monthly fees, so look at charges per classes for new members and this approach is very popular in the leisure market
 - Patterns - focus more on leisure community and older members
 - Sparring - focus older young men, active dads and mental well-being programmes
 - Coaches are competent and confident to deliver to groups
 - Provide simple marketing focus and messages that people can relate to and apply to their lives. Take away the jargon and make it a simply understood sport

- Need to have collaboration across all the Taekwondo bodies to help people understand their route to the sport
- Survey figures – sent to 50,000. High return from current participants, though low elsewhere.
ACTION - Actual survey numbers to be provided by Sport Structures i.e. number of respondents
- Churn is costly to the sport, so improvement initiatives are:
 - Consistency of teaching criteria (recommend different grading systems)
 - Consistency in cost across the sports (cost recommendations welcomed). Monthly fees seen as inflexible, so pay per play system or weekly fees as affordability factors with lifestyle challenges make monthly fees difficult.
 - Keeping in touch with lapsed participants.
 - Joint communications strategy around sport governance to help them appreciate the role and benefits in governance, to lessen their resistance to sport politics.

ACTION: TOL board to review draft survey report and provide feedback to Sport Structures to finalise the report

5.0 Governance Action Plan

5.1 Governance Code activities completed since the last board meeting were also reported for information.

- Clause 1.2 – Declarations of Good Character were submitted to Sport England
- Clause 1.8 – New strategic focus for TOL to be conducted once new GBT representative joins TOL’s board and this will follow the interval board evaluation – target post Jan 2018
- Clauses 2.1 / 2.2 – A draft Diversity and Equality policy has been produced and submitted to Sport England along with TOL’s outline Diversity Action Plan, below

RECRUITMENT PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
Short Term: Plan for a diversely balanced Board, with future appointments managed through a comprehensive recruitment process	Through TOL's strategic review, investigate the skills profile for the board and explore options for improving gender balance and board diversity in future recruitment	TOL Board	Dec 2018
Medium Term: Research and embed further Diversity KPIs for TOL's Sport England investment programmes	Working in collaboration with BTC and BT, identify opportunities to design and embed further Diversity KPIs	TOL Board, BTC CEO, BT CEO	Dec 2019
Long Term: Work towards better gender parity and diversity across TOL's Board and achieve a fully diverse Board	Work with TOL's constituent member organisations – BT, BTC and GB Taekwondo – to improve representation; continue working with Women on Boards for TOL recruitment	TOL Board, BTC CEO, BT, CEO, GB Taekwondo CEO	Dec 2021

TAEKWONDO ORGANISATION LIMITED

ENGAGEMENT PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
<p>Short Term: Adopt TOL's Equality and Diversity Policy in all TOL's Board activities</p>	Actively promote Equality and Diversity principles in Board meetings and encourage discussion on Diversity progress across TOL's constituent organisations	TOL Board	Dec 2018
<p>Medium Term: Commit to developing new TOL Board Diversity KPIs</p>	Investigate opportunities to broaden the Diversity KPIs reported in TOL's Dashboard, working in conjunction with Sport England. These will be reported in future TOL Annual Reports	TOL Board, Sport England	Dec 2019
TALENT PRIORITIES	ACTIONS	PERSON(S) RESPONSIBLE	COMPLETION DATE
<p>Short Term: Ensure TOL develops succession plans for all Board members</p>	Work with constituent organisations to encourage development of succession plans for their organisation's future nominated representatives. Create a structured plan for INED recruitment to ensure there is overlap between appointments	TOL Board, BTC CEO, BT CEO, GB Taekwondo	Dec 2018
<p>Medium Term: TOL has no employees, but will support its constituent member organisations in promoting diversity across the Sport England investment programmes</p>	Explore opportunities with BTC and BT to improve awareness of Diversity goals/KPIs across the Sport England funded programmes	TOL Board, BTC CEO, BT CEO, GB Taekwondo	Dec 2019

- Clause 2.3 – TOL will publish an abridged Annual Report in March 2018 to include Diversity performance, yearly accounts and INED remuneration
- Clause 2.4 – Draft INED Recruitment Policy has been produced and submitted to Sport England
- Clause 2.7 – Succession Plans: Existing INEDs have extended their contracts by 1 year, in line with Articles and a succession plan target has been included within TOL's Diversity Action Plan
- Clause 2.10 – Declaration of Good Character forms were all signed and submitted
- Clause 2.11 – Statement of Director responsibilities is complete – contract example submitted to Sport England, along with a TOL Code of Conduct
- Clause 2.13 – AGM agreed no change in INED remuneration and this is formalised in a draft TOL INED Remuneration Policy
- Clause 3.4 – Strategy to be progressed after internal board evaluation in Jan 2018

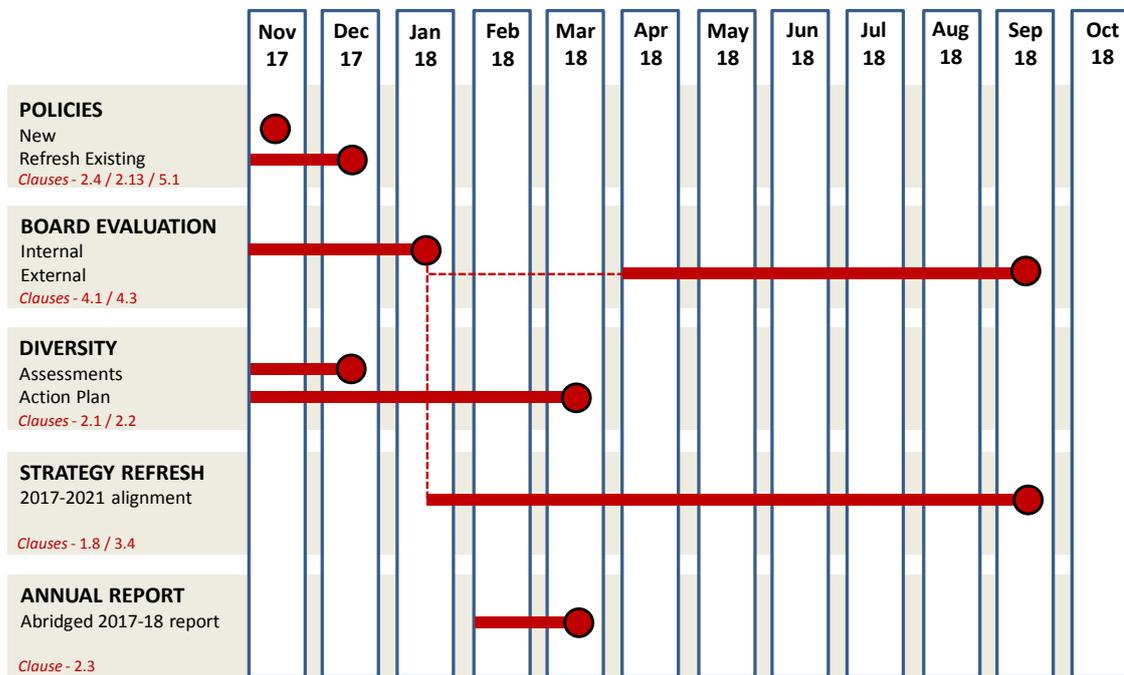
- Clauses 4.1 / 4.3 – Board evaluation proposed in 2 parts: Internal to be completed by end of January 2018, with an external board assessment to be conducted before September 2018 with Sport England funding support
- Clause 4.5 – Code of Conduct reviewed as part of AGM on 22 September and submitted
- Clause 4.6 – All past board Minutes were submitted to Sport England
- Clause 5.1 – New Policies drafted for Finance Controls, Audit and Risk Committee, Code of Conduct, INED Remuneration, TOL INED Recruitment and Diversity and Equality

5.2 Governance Process

Updates on all Governance actions to be submitted to Sport England by Friday 3 November, with a small grace period next week for anything outstanding. Sport England’s Governance team will then review NGBs submissions and respond to NGBs with their findings on compliance and implementation next-steps.

5.3 Forward Plan of Governance Code Actions

TOL GOVERNANCE - Timeline



November 2017

6.0 Finance and Risk Update

6.1 TOL have received £129K of funding to date

6.2 TOL paid Sephton’s audit fees

6.3 TOL paid Hewitson's fees for the Revision of TOL's Articles of Association

6.4 INED fees were reported as being included in TOL's £4K balance

6.5 On-going Risk review

ACTION: All Directors have responsibility to cover risks, especially on Safeguarding.

6.6 BTC have written to Sport Scotland to acknowledge their recognition of TOL and have requested an update on whether Sport Scotland is organising a Taekwondo governance board and if members plan to leave.

6.7 The Q3 claim form for Sport England funding is ready for submission, pending cost reconciliations

ACTION: TN and MA to provide BTC and BT expenditures (respectively) to 30 September 2017 for inclusion within TOL's claim form.

7.0 Safeguarding update

7.1 AC offered an update on UK Sport's International Strategy Day: Safeguarding conference. UK Sport looking to lead the way and AC explained he was focussing at U18 at risk, not vulnerable adults. The conference AC attended was multi-sport and the IOC was in attendance. IOC does not presently have Safeguarding procedures. IOC will though be releasing Child Safeguarding procedures at ANOC on 7 December 2017. Child Safeguarding can mean different things to different countries i.e. in Spain it means health and safety.

7.2 Key learning is needed for an effective Whistleblowing Policy. Also, it requires a peer on peer whistle blowing policy.

7.3 Important to have board and chair supportive of Child Safeguarding strategy, whilst crucial to have a voice and representative on sport federations. Often child safeguarding can become prominent when it affects the sports commercial position. It is about protecting coaches as well as they can be exposed by athletes.

7.4 Thresholds can be individually set and NGBs look to UK Sport to set standards through coach education. System needs more than coach qualifications, it also requires soft skills.

7.5 Duty of Care report gives guidelines. Best regulated through cross communication of members who understand the sport.

8.0 AOB and Date of next meeting

8.1 Karate will be a new sport on the Olympic programme. GB Taekwondo will be running Karate world class programme at their Manchester National Training Centre, based around current world and European champion. Likely to start in next two weeks. 4 Karate athletes (3 male, 1 female) and coach working alongside GB Taekwondo until end of March 2018, whereupon the set-up will then be assessed as part of sport's annual investment review.

- 8.2** TOL confirmed Kelly Lickley as an INED and committed to look at TOL's board INED composition as part of the future strategy review
- 8.3** KL committed to respond to all INED interviewees with an update on the recruitment process
- 8.4** Next TOL board meeting scheduled for Wednesday 17th January 2018 - meeting to be held at Sport England's London offices, if a room is available. Location to be confirmed.
- 8.5** First Audit and Risk Committee is scheduled for 2pm on 15th January 2018, which PM will chair