

TOL Board Minutes - DRAFT

Date: 24th February 2016 - 14:00hrs to 16:00hrs

Venue: Hays Macintyre, 26 Red Lion Square, London WC1R 4AG

Director Attendees:

- Mr Trevor Nicholls - TN
- Mr Tom Stammer - TS
- Mr Philip Morris - PM
- Mr Jeremy Beard - JRB
- Mr Kenny Walton - KW
- Heather Taylor (Sport England) - HT
- Mrs Adele Stach-Kevitz (Chair) - ASK

Apologies:

- Kelly Lickley - KL

BOARD AGENDA

1. Introductions and Declarations

- 1.1 Kelly Lickley sent apologies for her absence, prior to the meeting, due to an outstanding work commitment.
- 1.2 No declarations or conflicts of interest were raised.
- 1.3 BT's representation at the TOL board was briefly discussed, in light of their new CEO appointment and this was subsequently dealt with later in the meeting

2. Minutes of the last meeting and approvals

2.1 Minutes of the meeting on 3rd December 2015 were approved - a signed copy will be placed in the TOL Dropbox following the meeting

- **ACTION:** ASK to file the signed copy

Matters arising - previous and follow up actions

2.2 Records of BTC and BT's acknowledgment of funds received need to be logged in Dropbox

- **ACTION:** TN and TS to check acknowledgement letters are recorded in TOL's Dropbox

2.3 Recruitment of the TOL Admin Assistant has been placed on hold for 2016-17, whilst the board assesses its support requirements for the future Sport England investment strategy.

2.4 Circulation of BTC's Campbell Ticknell report was confirmed as complete

2.5 Mandate forms were reported as complete - four TOL signatories are ASK, JRB, TN and PM

3. Performance update - Sport England programme activities

3.1 BTC / BT Performance Tables:

Summary KPI performance table was circulated in advance of the meeting and copied below.

| Measure | Description | Baseline | Target | Numbers | | | | | | | | | | | Total Achieved to | |
|---------|--|----------|--------|-------------------------|--------|--------|--------|--------|--------|--------|---------|---------|---------|---------|-------------------|--|
| | | | | Nov-14 | Feb-15 | May-15 | Aug-15 | Dec-15 | Feb-16 | May-16 | Nov-16 | Feb-17 | Mar-17 | | | |
| 1 | Overall Participation increase 14-25 Baseline Source: Trends in Taekwondo (Age group numbers assumed at 60% of total) | 17,700 | 23,000 | BTC Total Membership* | 35,000 | 34,950 | 35,240 | 34,059 | 34,218 | 35,850 | | | | | | |
| | | | | BTC 14-25 Participation | 21,000 | 20,970 | 21,144 | 20,435 | 20,531 | 21,510 | 0 | 0 | 0 | 0 | | |
| | | | | BT Total Membership | 15,449 | 15,552 | 15,565 | 15,716 | 15,434 | | | | | | | |
| | | | | BT 14-25 Participation | 9,269 | 9,331 | 9,339 | 9,430 | 9,260 | 0 | 0 | 0 | 0 | 0 | | |
| | | | | BTC & BT Total | 30,269 | 30,301 | 30,483 | 29,865 | 29,791 | 21,510 | 0 | 0 | 0 | 0 | | |
| | | | | Above Baseline | 12,569 | 12,601 | 12,783 | 12,165 | 12,091 | 3,810 | -17,700 | -17,700 | -17,700 | -17,700 | | |
| | | | | Above target | 7,269 | 7,301 | 7,483 | 6,865 | 6,791 | -1,490 | -23,000 | -23,000 | -23,000 | -23,000 | | |
| 2 | Overall Participation increase 26+ Baseline Source: Trends in Taekwondo (Age group numbers assumed at 40% of total) | 11,800 | 13,500 | BTC Total Membership* | 35,000 | 34,950 | 35,240 | 34,059 | 34,218 | 35,850 | | | | | | |
| | | | | BTC 26+ Participation | 14,000 | 13,980 | 14,096 | 13,624 | 13,687 | 14,340 | 0 | 0 | 0 | 0 | | |
| | | | | BT | 15,449 | 15,552 | 15,565 | 15,716 | 15,434 | | | | | | | |
| | | | | BT 26+ Participation | 6,180 | 6,221 | 6,226 | 6,286 | 6,174 | 0 | 0 | 0 | 0 | 0 | | |
| | | | | BTC & BT Total | 20,180 | 20,201 | 20,322 | 19,910 | 19,861 | 14,340 | 0 | 0 | 0 | 0 | | |
| | | | | Above baseline | 8,380 | 8,401 | 8,522 | 8,110 | 8,061 | 2,540 | -11,800 | -11,800 | -11,800 | -11,800 | | |
| | | | | Above target | 6,680 | 6,701 | 6,822 | 6,410 | 6,361 | 840 | -13,500 | -13,500 | -13,500 | -13,500 | | |
| 3 | Increase in female participants as a result of KickSisters and other female focussed programmes Baseline source: Trends in Taekwondo and BT/BTC databases | 10,915 | 15,330 | BTC | 333 | 28 | 16 | 38 | 50 | 24 | | | | | 489 | |
| | | | | BT | 0 | 0 | 0 | 0 | 526 | | | | | 526 | | |
| | | | | Combined | 333 | 28 | 16 | 38 | 576 | 24 | 0 | 0 | 0 | 0 | 1015 | |
| | | | | Below target | 4,082 | 4,054 | 4,038 | 4,000 | | | | | | | | |
| 4 | Female participants engaging in new 'Touch Gloves' events | 0 | 750 | BTC | 2294 | 290 | 196 | 150 | 320 | 95 | | | | | 3345 | |
| | | | | BT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | | | Combined | 2294 | 290 | 196 | 150 | 320 | 95 | 0 | 0 | 0 | 0 | 3345 | |
| 5 | Number of clubs attaining Clubmark accreditation for the first time | 0 | 20 | BTC | 8 | 1 | 1 | 5 | 3 | 0 | | | | | 18 | |
| | | | | BT | 0 | 0 | 0 | 0 | 7 | | | | | 7 | | |
| | | | | Combined | 8 | 1 | 1 | 5 | 10 | 0 | 0 | 0 | 0 | 0 | 25 | |
| 6 | Number of clubs working towards Clubmark accreditation | 0 | 25 | BTC | 46 | 7 | 3 | 5 | 4 | 5 | | | | | 70 | |
| | | | | BT | 0 | 0 | 0 | 0 | 12 | | | | | 12 | | |
| | | | | Combined | 46 | 7 | 3 | 5 | 16 | 5 | 0 | 0 | 0 | 0 | 82 | |
| 7 | Increase in overall number of clubs and satellite clubs teaching Taekwondo Baseline source: BT & BTC databases | 1,200 | 1,400 | BTC | 12 | 18 | 4 | 5 | 1 | 16 | | | | | 56 | |
| | | | | BT | 0 | 0 | 0 | 0 | 61 | | | | | 61 | | |
| | | | | Combined | 12 | 18 | 4 | 5 | 62 | 16 | 0 | 0 | 0 | 0 | 117 | |
| 8 | Reduction in member 'churn' (improved member retention after initial 12 months of joining a club) Baseline source: BT & BTC databases | 30% | 22% | BTC | | | 0 | | 25 | 23 | | | | | 48 | |
| | | | | BT | 0 | 0 | 0 | 0 | 59.70% | | | | | 0.597 | | |
| | | | | Combined | 0 | 0 | 0 | 0 | 25.597 | 23 | 0 | 0 | 0 | 0 | 48.597 | |
| 9 | Number of coaches attaining Level 2 coaching qualification | 0 | 103 | BTC | 0 | 0 | 0 | 0 | 0 | 0 | | | | | 0 | |
| | | | | BT | 0 | 0 | 0 | 0 | 63 | | | | | 63 | | |
| | | | | Combined | 0 | 0 | 0 | 0 | 63 | 0 | 0 | 0 | 0 | 0 | 63 | |

A number of highlighted measures relating to BT performance were proposed for further discussion between TN and TS, to clarify the assumptions underpinning the numbers reported. KPI measures #3, #7 and #8 were to be discussed in detail ahead of the Sport England end-year performance review in March.

3.2 BTC Performance Update:

- Good progress with Touch Gloves.
- Overall membership increased, with a good split on age groups and female participants.
- ClubMark is stalling - new applicants are waiting for new protocols, given 1 year limit on current protocols.
- Retention is proving a little difficult – working with clubs to create a better aligned programme for females within a recreational environment.
- Need to consider “insights capture” as to why participants leave sport i.e. attrition triggers
- Youth Sport Trust – Trevor visited Wembley conference. BTC have engaged with a few schools, but it is difficult and time consuming to maintain engagement.
- Major Events Bid – UKITF (running world champs in Brighton in July).
- MEASURES: overall, KPI measures 1 and 2 are up for the period.

3.3 BT Performance Update:

- Working with BTC to verify definitions of KPI measures #3,# 7 and #8
- Dip in membership during September, with a tail-off experienced in January.
- Performance is flat and has been for a while.
- 35% of membership is female.
- Clubmark is now 8, with emphasis being on the “achieved” more so than “working towards”.
- Level 2 training courses running on track and gathering good numbers.
 - **ACTION:** Tom and Trevor to meet and discuss the KPI measures

4. Governance

4.1 SLA Update

- Draft SLA forwarded to BTC and BT on 17th February for review
- Document prepared by Hewitsons from analysis of TOL’s Articles of Association, Sport England Investment Award and Audit reports.
- TOL have submitted a funding form for SLA to Sport England.

4.2 BT Governance Update

- AGM held and Memorandum now passed.
- Moore Stephens conducted audit in September.
- New NEDs appointed along with a new CEO (Mark Abberley) from 1st March 2016
- Developing FY16/17 budget.
- Moore Stephens report not returned, due to delay re Heather’s illness.
- Sport England received the Moore Stephens report: positive words on progress, but with a few new recommendations. 9 of 18 have been implemented and 3 remain on-going

BT Re-payment steps: Group actions

- Sport England will request that BT have a formalised policy for credit cards in place/started.
- BT to formally receive MS report.
- Sport England will write to TOL and grant approval for repayment.
- SLAs to be signed by TOL and BT before repayment.

4.3 BTC Governance Update -

- BTC board report was shared to TOL directors, summarising progress in the period.
- BTC's MOA was due for special resolution before end of the financial year.
- BTC's Campbell Ticknell report is now complete and five resolutions are being pursued. BTC will now advertise for 3 new NEDS.
- Council Chair will stand as a director on the board, thus representing voice of all 14 member organisations.
- NED chair recruitment - expect an advertisement to be released in April
- BTC board headcount will grow to 12 people in 6 months' time - 3x independents, 3x executive directors, 6x representing organisations.
- Term of service will be 2-time limit for 4 year tenures.
- BTC reported the 17x Moore Stephens recommendations will be completed this month.
- BTC will resubmit to Moore Stephens once special recommendations are agreed and this is expected to be at the end of March.
- Equality Standard – BTC were intending a joint submission with BT, but Liz Davidson wishes the two Taekwondo codes to be reviewed separately; hence submitted separately.
 - **ACTION:** Heather to speak to Liz about a consolidated response for Taekwondo.

5.0 Finance

5.1 BT Cost Plan Update - BT have assessed their financial position for programme activities in the 205-16 Sport England funding period. Once re-payment is fulfilled, there was a belief expressed by BT that they may struggle to spend the full amount (circa 1 month of expenditure), but the 2016-17 period would allow them time to appropriately invest the accrued amount.

5.2 TOL Financial Update - Proposed re-budget of administration support for final year of TOL investment, accounting for additional time and resource required for strategy consultation preparations and investment submissions. Board Directors present for the 2013-17 investments submission acknowledged the significant investment of time (as well as consultancy support) utilised to prepare the TOL investment paper. The level of investment (hence budget amount) will be decided once Directors have met for the future investment strategy meeting.

6.0 Risk Management

6.1 All TOL Directors' contracts are signed apart from Tom.

6.2 Retired risk arising from financial irregularities.

6.3 Risk of Sport England future funding has been highlighted on the register, given the greater competition for funding expected in the 2017+ cycle.

7.0 Sport Strategic Plan - consultation feedback

7.1 Sport England will launch their new investment strategy on 28th April. TOL, working with BTC and BT, will determine investment opportunities aligned to the new strategic outcomes:

- Physical Health
- Mental Well-Being
- Individual Development
- Social/Community Development
- Economic Development

7.2 It was agreed to schedule a separate meeting in March to discuss the 2017+ strategy and its associated development budget through 2016-17.

- **ACTION:** Directors to share availabilities for a 2 hour (maximum half day) session in London to discuss the future Sport England investment strategy

8 AOB

8.1 Concern was expressed by members of TOL that BT now have no other Taekwondo representation on their board apart from Tom.

8.2 The TOL Board view on BT representation in the short term was to continue with Tom attending meetings alongside Mark, to assist the transition and transfer of knowledge.

8.3 Sport England year-end progress review – Dates to be offered by Sport England (Heather) and Tom to present progress detail on behalf of BT for 2015-16 period.

9 Date of next meeting

9.1 Date of the next board meeting will be agreed at the forthcoming group discussion on the Sport England future investment strategy.

