



**STRUCTURAL
REVIEW
2011**

DEFINITIONS

BOA	British Olympic Association
BTCB	British Taekwondo Control Board; the WTF-affiliated Member National Federation (governing body) for the United Kingdom and associated territories.
BTCB (Scotland)	Authorised Scottish national branch of the BTCB. Also known as taekwondoscotland . Recognised by sportscotland as the SGB.
Coach	In the context of taekwondo, the term ' <i>coach</i> ' usually refers to those who train players for competition and/or coach them at a competition. See <i>Instructor</i> .
Instructor	Where other sports use the term ' <i>coach</i> ' or ' <i>trainer</i> ' to refer to those who train or teach individuals or clubs, taekwondo uses the term ' <i>instructor</i> '. See <i>Coach</i> .
Officer	In the BTCB (Scotland) Constitution, 'Officer' means the named positions on the Executive Committee, namely, Chairperson, Vice-chairperson, Secretary-General and Treasurer. However, in this document, the term includes all members of the Executive Committee (EC) and other persons formally appointed by the EC or its sub-committees to perform specific functions on behalf of BTCB (Scotland).
Sport taekwondo	This usually refers to competition kyorugi, although poomsae competitions have long been part of taekwondo.
SGB	Scottish Governing Body [BTCB (Scotland) is the SGB for taekwondo.]
TKD Scotland Ltd	Company established to administer elite performance funding on behalf of and in the service of BTCB (Scotland) to oversee the training and development of Scottish athletes and teams. It is effectively the competition kyorugi sub-committee of BTCB (Scotland) and is directly answerable to the EC of BTCB (Scotland).
WTF	World Taekwondo Federation; the IOC-recognised international federation for taekwondo

1. Summary

- TKD Scotland Ltd is no longer a service provider to BTCB (Scotland) and has no authority to represent any aspects of taekwondo within the BTCB.
- All reference to any authority to represent Scottish taekwondo is to be removed from the TKD Scotland Ltd website (www.tkdscotland.com).
- Any sportscotland funds still in the possession of TKD Scotland Ltd are to be returned to BTCB (Scotland) forthwith.
- Jim Tully is no longer a member of the BTCB (Scotland) Executive Committee.
- A new High Performance Sub-Committee (HPSC) will handle all matters relating to performance sport (kyorugi) taekwondo.
- Jim Kennedy is the EC representative on the High Performance Sub-Committee.
- All decisions on elite/performance activities, team selection, appointments etc. are to be ratified by the EC, subject to recommendations from the HPSC.
- All material on the performance kyorugi sector will be published via the BTCB (Scotland) website (www.taekwondoscotland.org).
- There are detailed job descriptions for Performance Coach, Assistant Performance Coach and Administrator (Appendices 4-6). These positions will be reviewed and advertised at a later date.

2. Introduction

This review was instigated by discussions that BTCB (Scotland) coaches (John Cullen and Mark Russell) had with senior officials of the WTF (namely the President, Secretary-General and Deputy Secretary-General) in Korea and by communications that Jim Tully (Team Manager) had with Gemma Fay, our partnership manager at sportscotland. They were interviewed about this at a special meeting of the BTCB (Scotland) Executive Committee, held on Sunday 21st November at the University of the West of Scotland Hamilton campus. In attendance were William Darlington, John Haddow, Martin Hold, Jim Kennedy, Kirsteen Prior, Zahid Salim and the BTCB Chairman, Mr Adrian Tranter. The BTCB Trustee, Mr Johnny Martin, was unable to attend due to for unforeseen work commitments. However he was fully involved in the details of the proceeding before the meeting and was kept fully apprised of the proceedings after the meeting by the BTCB Chairman.

It is worth noting that throughout the lead-up to these interviews the three were recalcitrant and refused to respect the authority of the BTCB (Scotland) Executive Committee to decide how to conduct the meeting and the interviews. In their discussions with the WTF and sportscotland, they explored, without any authorisation, the possibility of BTCB (Scotland) obtaining Associate Membership of the WTF. They stated that the WTF made the first approaches in this, with a meeting on or around 6th September 2010.

From notes made at the meeting and reported in an e-mail from Jim Tully to Gemma Fay, "*John Cullen and Mark Russell have been told by WTF to make independence application and that it would be considered*" (Appendix 1). All three maintained that the discussions were merely exploratory and that no application was made. When interviewed, Jim Tully stated that the approach to sportscotland was merely exploratory, in order to determine their opinion on the matter. Notwithstanding the fact that he had no authority to 'explore' the matter with sportscotland, his approach clearly attempted to set a timescale for this process and was equally clearly trying to set a process in motion. For example, he wrote:

*"Can you please advise how this could be progressed at your end ASAP as time is important."
"Usman Dildar...will guide and support us and help with the required documentation"*

The phrase "*time is important*" does not suggest that the approach was merely exploratory.

He wrote "*John Cullen and Mark Russell asked that Scottish Independence would be considered for 2011 world championships in Korea allowing wtf to support our first worlds*". This was clearly a direct request from them. Moreover, "*it was also noted by Mark Russell that the Olympics will go ahead no matter what happens with this process. as such next council meeting agenda could include Scottish bid for membership*". When interviewed, Mark Russell claimed that he took little or no part in the discussion.

The e-mail to Ms Fay (Appendix 1) was forthright in trying to enlist the assistance of sportscotland in the application process and in trying to move that process forward. After discussion with her

superiors, Ms Fay, on behalf of **sportscotland**, dismissed the approach taken as inappropriate and rejected the proposals (Appendix 2).

It is significant in all this is that the Executive Committees of BTCB (Scotland) and the BTCB were not told about any of this by any of the three involved and have still not received any formal notification of any kind, other than the statements made in the interviews. Each gave a different reason for this omission. Mark Russell stated that he is only a coach and it was therefore not his place to inform the EC. John Cullen stated that he hoped that the Scottish chairman would find out what they wanted and that he considered it to be Jim Tully's place, not his, to inform the Executive. It is, however, noteworthy that he chose not to mention such an important matter *at all* during the conversations, albeit brief, that he had with the BTCB (Scotland) Chairman at the British Open International Championships on 25th and 26th September. Jim Tully admitted that he was reluctant to inform the Scottish chairman and consciously chose not to do so because he anticipated a negative response.

This process, however tentative or exploratory, was unauthorised and is therefore unacceptable conduct, especially given the subsequent failure to inform or consult any of the relevant officers of the BCTB or BTCB (Scotland). Jim Tully and John Cullen stated that they had not informed any other persons of this. Mark Russell said that he had only mentioned it to some of his senior students. However, the Chairman of BTCB (Scotland) was contacted on 10th October by someone who had "*heard that John and Spike had approached the WTF about Scotland, with Dave (David Bailey; Scottish Poomsae Coach) saying it's a good idea*". (This person has asked not to be named.) All members of the EC present confirmed that none of them had mentioned this matter to any third parties but it is clear that someone did so. This makes the failure to consult the EC even more reprehensible.

This matter was brought to the attention of the BTCB by UK Sport. This was personally embarrassing for the BTCB Chairman who had to confess to having no knowledge of the discussions or the approach to **sportscotland**. This is therefore of great concern because the actions of a few individuals have given UK Sport (and possibly **sportscotland**) an impression that BTCB (Scotland) has poor standards of communication and accountability, and have undermined the governance of the organisation.

Applications for membership of the WTF can only be considered at the highest-level and must involve all relevant stakeholders. In this case, that means the BOA, UK Sport, **sportscotland** and the Executive Committees of the BTCB and BTCB (Scotland) and other Home Countries. These are not matters for general, casual or unauthorised discussion. TKD Scotland Ltd and its members have no authority to undertake or even *explore* such matters and have clearly gone beyond the remits of their posts.

The three involved should therefore not have pursued the matter, whether or not the WTF initiated the discussion on Associate Membership for Scotland. If the WTF made the first approach to them then the right and proper path would have been to state that they had no authority to discuss such matters and to approach the BTCB (Scotland) Chairman or EC, rather than circumvent proper channels and approach **sportscotland**.

They have made it clear, on several occasions, that they feel that such membership of the WTF is essential for the future development of Scottish taekwondo. The members of TKD Scotland Ltd believe that the ability to present separate Scottish teams at events such the European and World Championships would contribute greatly to such development. They believe that the aspirations of Scottish players are being hampered by their inability to take part in such events, given the difficulty in achieving places on the British teams. However, this is a naïve misunderstanding because these events are not part of a development process: like the Olympic Games, they are ends in themselves. They are for the 'best of the best', players who have realistic prospect of success. All this should have been self-evident but it was also made very clear to them by Mr Gary Hall, Performance Director of Sport Taekwondo UK. It is important not to allow patriotic passion and enthusiasm to overcome rational and realistic approaches to team development.

Given their previous ambitions in this regard and Mr Tully's *deliberate* choice not to inform the Chairman of BTCB (Scotland), it seems likely that TKD Scotland Ltd was intent on pursuing Associate Membership, with or without the approval of BTCB (Scotland).

It is the considered opinion of the BTCB (Scotland) Executive Committee that such membership is not *yet* appropriate. However, the BTCB Chairman has stated clearly, on several occasions, that the BTCB is not opposed to exploring the possibility of Associate Membership of the WTF, for any of the Home Nations. However, this would have long-term implications for the various Home Nations and

the UK team, and is not to be considered lightly. Such a process would need a thorough review and opportunities like this would have to be made available to *all* the UK Home Nations and dependent territories, not just Scotland. The process would have to involve all stakeholders, including the BOA, UK Sport, Sport England, **sportscotland**, Sport Wales, Sport NI.

At the meeting on 21st November, it was therefore made clear that Associate WTF Membership for Scotland is not a simple matter and is not going to be on the agenda for the *immediate* future. It was made equally clear that Jim Tully, John Cullen and Mark Russell had no authority to explore this or discuss the matter with outside agencies such as the WTF or **sportscotland**. In spite of this, Jim Tully and John Cullen (supported by Mr Andy Brown, instructor of Premier Taekwondo) continued to insist on the need for this at a meeting held on 5th December 2010. Since then, Mr Tully and others have continued to press the matter in a forthright manner.

This issue has revealed problems with communication and with TKD Scotland Ltd's perception of its responsibilities and authority. Allied to these problems is a perception amongst some Scottish instructors and athletes that the high performance squad is difficult for certain clubs to break into. Whether or not this perception is accurate, it is clear that many instructors are not fully aware of the criteria for selection of players for elite training or funding, the competition targets set for those chosen players or the records of their competition results and target successes (or failure).

Clearly it is desirable for all clubs to know this kind of information. It is *essential* for Executive Committee members to know this.

In spite of the communications problems highlighted by the interviews held on 21st November, it seems that the message still has not got through. For example, at a meeting about cadet development (5th December), John Cullen stated that part of their plans was coach training, *via* a series of coaching modules, to be taught at the University of Stirling. It has been made clear to him and to others on several occasions that we are trying to develop an integrated programme of coach and instructor education and that all relevant material should be sent to Martin Hold.

This is so that Mr Hold can develop an integrated overall programme of education that instructors and coaches will accept. Mr Hold is the BTCB (Scotland) Education Officer. He is working with Dr John Haddow and Dr William Darlington who have considerable professional expertise in the design and delivery of vocational training courses.

3. TKD Scotland Ltd

(a) Rationale

When the BTCB first received funding from UK Sport, it was clear that it should not be channelled through the British Taekwondo Council. As an unincorporated body, the BTCB was not deemed suitable to deal with such large sums, so Sport Taekwondo UK Ltd was established (from the BTCB Kyorugi Committee).

When **sportscotland** funding became a realistic prospect, following the recognition of BTCB (Scotland) as the SGB, Gary Hall (STUK) and Fraser Walker (**sportscotland**) suggested a similar model for the handling of the much smaller sums involved in Scotland.

At the first planning meeting after the recognition was approved, Heather Lowden of **sportscotland** expressed surprise at this and saw no need for the structure. She saw no need for a separate bank account for the high performance funding and commented that other sports didn't do this. However, the limited company, TKD Scotland Ltd, had already been set up to manage the elite funding and programmes on behalf of BTCB (Scotland). She agreed that this was up to BTCB (Scotland) and raised no other objections.

It was originally agreed that Gary Hall and Adrian Tranter would be Directors of TKD Scotland Ltd, in order to ensure independent oversight and accountability. However, the company's documentation does not list them in these roles. They are listed as non-executive "Development Advisers" in one document but have never been asked to be involved (although Gary Hall is a member of the High Performance Group).

(b) Current status

Reporting, accountability and communications of high performance policies, strategies and athlete performance from TKD Scotland Ltd are poor. Performance is difficult to appraise as no mature system is in place for other officials of BTCB (Scotland) to understand progress or non-progress. This makes intervention difficult.

(c) Recommendations

TKD Scotland Ltd is no longer to be recognised as BTCB (Scotland)'s service provider for performance taekwondo and has no authority within Scottish taekwondo. It shall be replaced with a High Performance Sub-Committee (HPSC) of the Executive Committee to be called Sport Taekwondo Scotland. The structure of this sub-committee is described in Section 4 (below).

The two coaches (John Cullen and Mark Russell) shall remain in post for the time being, subject to a review of performance and conduct. Both shall be made aware of their precise roles and the limits of their responsibilities, which shall not include negotiating on behalf of BTCB (Scotland), other than in direct fulfilment of those responsibilities.

All funds intended for the support or development of BTCB athletes currently held by TKD Scotland LTD will be transferred to main BTCB (Scotland) account.

4. Structure & Procedures for the High Performance Sub-committee (Sport Taekwondo Scotland)

(a) Remit

The sub-committee shall be responsible for development of competition kyorugi. This shall primarily be development of elite players for Scottish and British teams although the Committee will also be expected to encourage, promote and support development of grass-roots players, in order to facilitate pathways for new or fresh talent into those teams. (See Section 6, below.)

A separate Competition Committee shall be formed, in order to develop an integrated competition programme.

(b) Composition

The committee shall consist of a representative of the Executive Committee, the Performance Coach, the Assistant performance Coach and the Administrator.

After a suitable review period, the posts of Performance Coach, Assistant performance Coach and Administrator shall be advertised and applications invited. The Performance Coach, Assistant performance Coach and Administrator shall then be selected and appointed by the BTCB (Scotland) Executive Committee or by a panel appointed by the committee.

Other coaches for specific events or programmes may be appointed *ad hoc*, by the EC. The Performance Coach shall prepare recommendations for such appointments but final decision shall rest with the EC.

(c) Decision-making

All policies and criteria (e.g., for player or team selection, target-setting, funding) will be ratified by the BTCB (Scotland) Executive Committee. The HPSC will make recommendations but the final decisions on all matters shall rest with the EC. This will ensure transparency and accountability. It will also ensure that the entire EC is aware of and involved with developments in this area of taekwondo. All such decisions will be publicised and communicated to the members via a regular newsletter, as described in Section 7.

(d) Communication & Accountability

Some officials of BTCB (Scotland) appear to be unclear on the requirements for frequent, timely and detailed reporting.

All documents are to be submitted *electronically* in advance of meetings of the Executive Committee or any sub-committees, where possible. If not possible, all documents are to be copied, with sufficient hard copies for all present at any meeting, and electronic copies to be submitted within 48 hours thereafter.

A named member of the EC shall be a member of the High Performance Sub-committee and shall report to the EC on all matters relevant to the activities of the sub-committee. At the

meeting on 21st November, the EC agreed that Jim Kennedy should be the representative. The EC representative shall also be the HPSC and BTCB (Scotland) representative on the sportscotland High Performance Group.

All members of the HPSC will submit brief monthly reports and a quarterly summary of their activities and other relevant data (such as competition results and achievement or non-achievement of targets) to the EC representative.

The EC representative will report to the EC monthly (and at other times as required) on all activities of the HPSC including, but not limited to, the following:

- Calendar of events
- Participation in competition and training events
- Competition and training targets
- Competition results (set against targets reached or not reached)
- Use of funds
- Plans for future spending or investment application

Members of the Committee and other coaches shall not be authorised to communicate or negotiate with external bodies, except in pursuance of the specific tasks in their job descriptions.

(e) Job descriptions

Draft job descriptions for the posts of Performance Coach, Assistant performance Coach and Administrator are given Appendices 4-6.

(f) Trustees

The Trustees of the BTCB shall also be the Trustees of Sport Taekwondo Scotland (the high performance sub-committee).

5. Funding

(a) Sportscotland funding

The Investment Agreements for both previous tranches of funding specified the particular purposes to which the funding were to be put, namely the development and support of elite athletes. This includes support for competition and training programmes and well as the purchase of equipment.

(b) Funding allocation

The Administrator, in conjunction and full consultation with the EC representative on the HPSC, shall prepare budget proposals for submission to the Executive Committee. He/she will also prepare month-end expense reports detailing seamless accounting month to month, to be submitted to the BTCB (Scotland) Treasurer. Further details of this role are given in the job description for the Administrator (Appendix 6).

6. Development & new talent

The current funding has, with the approval of sportscotland, been used mainly for the development of existing competition players with extensive competition experience.

There has been no programme to identify, nurture and train potential new elite players, essential for the next generation of elite players. This is important, given that there is a realistic prospect of taekwondo being included in the 2018 Commonwealth Games and it will be essential to start investing both funding and expertise in the development of players for *future* Scottish and British teams.

TKD Scotland Ltd has very recently produced proposals for a cadet development programme and these will be considered, in consultation with Mr Gary Hall (STUK Performance Director), in the development of the BTCB (Scotland) programme.

7. Promotion of elite & development sectors

At the moment, many members are not *fully* aware of what results our funded and non-funded players achieve. Many clubs publicise the successes of their own members in their local press. However, it is important to be much more pro-active, on a bigger scale, in publicising the successes of the organisation and the performance sector as a whole.

All competition results for Scottish members and other significant progress shall be submitted electronically to the Promotion & Publicity Officer, as soon as possible after the event. They will then be publicised in regular electronic newsletters to the members and in press releases to the print and broadcast media.

However, it is important not to hide failings and to be realistic about performance. The newsletters shall include details of *all* results. The organisation [BTCB (Scotland)] will be open and transparent about the performance of all of its athletes.

It is equally important to realise that competition kyorugi (especially at the elite performance level) is only a small part of taekwondo, for an enthusiastic few. The vast majority of practitioners are recreational. Promotion and publicity will be designed to benefit all aspects of taekwondo. The proposals in the preceding paragraphs will therefore be part of a bigger programme to distribute more information to the members, about the whole of taekwondo. All too often, individual members or even instructors don't feel that they belong to something bigger. We will endeavour to ensure that all members have the opportunity to engage with the organisation and are made to feel part of a family.

Appendix 1: email (Jim Tully to Gemma Fay)

From: Jim Tully [mailto:Jim@Tkdsotland.com]
Sent: 13 September 2010 08:57
To: Gemma Fay
Cc: moraytaekwondo@hotmail.com; 'john cullen'; Craig Fail
Subject: Scotlands application to WTF as member country

Gemma

(New Mobile 07765502131)

I am bringing this to you as our partnership manager, while John & Mark were in Korea last week the met with the World Taekwondo Federation (WTF) they discussed the possibilities of Scotland becoming a member of the WTF this was met with enthusiasm. We already met the criteria in many ways however we would require the support of our country Scotland, for this our application to be discussed at the next general assembly of the WTF.

This is a great step forward for Scotland and our practitioners and Sport Scotland. This will allow our athletes the opportunities to gain the required experience by competing at the Europeans & World taekwondo championships representing our Country Scotland.

This does not affect in anyway the Olympic Games we will still compete as GB.

Can you please advise how this could be progressed at your end ASAP as time is important.

Below are the notes taken at the meeting.

Notes on Meeting with Secretary General and Deputy Secretary General for Scottish Independence.

President Choue supports Scottish membership as a nation and is ready to welcome our membership at European and World Championships. Timescale = today. (via Usman Dildar)

Secretary General supports our application and is ready to welcome us as a member nation. Timescale = such that it doesn't cause Olympic 2012 problems. (met face 2 face)

Secretary Deputy General supports Scottish membership and is ready to welcome our membership at European and World Championships. Timescale - such that it doesn't cause Olympic 2012 problems. (met face 2 face)

To have a communication line we have been encouraged to contact Usman Dildar direct. He will guide and support us and help with the required documentation, he will discuss with President Choue and Secretary General of our progress, we have been given his direct contact details and mobile phone. number.

John Cullen and Mark Russell asked that Scottish Independence would be considered for 2011 world championships in Korea allowing wtf to support our first worlds, it was also noted by Mark Russell that the Olympics will go ahead no matter what happens with this process. as such next council meeting agenda could include Scottish bid for membership.

Noted that Macao, Hong Kong and Isle of man have member status and that with the advent of the Commonwealth Games it is now time for Scotland to stand alone.

John Cullen and Mark Russell have been told by WTF to make independence application and that it would be considered, approved and dealt with on a timescale to be agreed by all parties. A letters of support is required from Taekwondo Scotland (Jim Tully & Bill Darlington), political people (Alex Salmond?) and Sport Scotland.

Citations given to Mark Russell and John Cullen in recognition for their outstanding contributions to Taekwondo

Regards
Jim

Appendix 2: e-mail (Gemma Fay to Jim Tully)

From: Gemma Fay [mailto:Gemma.Fay@sportscotland.org.uk]
Sent: 13 September 2010 16:04
To: Jim
Cc: Forbes Dunlop; Stewart Harris; Mike Roberts
Subject: Scotland World Affiliation

Hi Jim,

After liaising internally with senior staff we will be unable to provide support for this move given the short notice. In principle we would support Scottish bodies looking for World Affiliation, however this can only be achieved after a period of consultation with UK bodies and other home nations.

Therefore, before support can be considered further detailed information is required including;

1. What consultation has taken place with British bodies including BTBC, BTF, Sport Taekwondo UK and UK Sport and what has been their response?
2. What will be the impact on representation of the British Team at Euro's and Worlds. Where do Wales, England etc fit into this (are they/or do they have separate affiliation) or will we land up with GB (Wales/Eng) v Scotland?
3. What is the Olympic qualification route and implications for Scots in 2012 and beyond as part of a GB team if **taekwondoscotland** register directly with the world body? What written agreement is in place with the Sport Taekwondo UK to ensure this pathway and what written assurances have been received from the World body that any affiliation will not affect GB representation?
4. Why is the request so rushed and why has there been no official discussions brought to our attention prior to this?

The concept of a Scottish body gaining World governing body affiliation is not new and something we would generally support. However, this has to be done in the context of the sport as a whole with all potential pitfalls dealt with in advance. If **taekwondoscotland** has not spoken and received written agreement from the British body this could likely cause a major fall out in the sport and for us to sign off without any due diligence would not be an acceptable position.

We are happy to support **taekwondoscotland** address the above areas and work towards the process of World Governing Body affiliation, however this will take a longer time than the 2 day deadline we have.

Kind Regards,

Gemma

Gemma Fay | Partnership Manager | **sportscotland**
Doges | Templeton on the Green | 62 Templeton Street | Glasgow | G40 1DA
t: 0141 534 6595 | f: 0141 534 6501 | m: 07817288763
w: www.sportscotland.org.uk

sportscotland is shaping its plans for the future - find out more at the link below:
www.sportscotland.org.uk/ShapingOurPlans

Appendix 3: Statement by TKD Scotland Ltd

Statement of events

The notion of WTF Associate Membership for Scotland is not new and again came to light in September 2009 when Master Harrell wrote a letter to the WTF apparently with a supporting letter from the Government (Alex Salmond)

In October 2009 Adrian Tranter accused John Cullen, via an email from Bill, of instigating this at the World Championships in Denmark. He later called to apologise for this error, which was appreciated.

Discussions followed and after several e-mails between Jim Tully (JT) & Johnny Martin (JM) BTCB trustee, relating to Master Harrell, JM sent an e-mail to Adrian Tranter, (Feb 2010) and to Bill Darlington & JT in relation to the same matter. This e-mail is attached and self explanatory.

In March JT asked WD to apply to the WTF for Associate Membership, without consultation of the executive or the membership, he refused;

JT asked if he could apply as the representative for the Olympic sport in Scotland, WD Insisted, without consultation of the executive or membership, that under no circumstances was JT to apply.

JT asked WD if this was something the Executive or the membership should vote on

WD replied, No – again without consultation.

Whereupon JT insisted, on behalf of Taekwondo Scotland ITD, that WD had a conflict of interest and was not acting in the best interest of Scotland and that his attitude was unacceptable.

A full 6 months later WD had not informed the executive or the members of this sequence of events.

John Cullen called Usman Dildar in July to ask him for help with the BBC Super high Vision test event in London, to help get mats to the BBC TV centre from one of his London clubs. JC also told him that the BBC head of Sport had called to ask JC to commentate at the London 2012 games. JC accepted.

Usman said he'd love to help provide mats and would ask WTF about sending some top Korean players to add to the BBC Super High Vision event (as GB dropped out). He also said that when in Korea to go and see WTF to inform them of commentary role at the London Games. In light of JC doing commentary work from WTF worlds 09, junior worlds & Youth Olympics 2010. Usman said the WTF wanted JC to join the media committee.

August 2010 Scottish Team went to compete in Korea

Scotland National Team then went to the Korean Open and return leg of the Stirling University training camp at KNSU. Usman called Jim Tully (in Scotland) to get a message to JC to remind him to go and see about media committee with WTF

After speaking to Jim JC then called Usman who was in Korea and a meeting was arranged to go to the WTF. John & Mark went together to the WTF offices from the Olympic University in Seoul.

During conversation with Deputy SG and Usman John confirmed that head of BBC sport asked JC to do super high vision TV event and to be commentator again at 2012.

WTF then asked JC to join the media committee and he happily accepted.

While at the offices the WTF President asked to meet JC & MR along with Sec gen and Deputy Sec gen, they presented JC & MR with citations for outstanding development of TKD in Scotland, they were very pleased that Taekwondo scholarships are now available at Scotland's top Sports University, especially as they noted sadly that ITF is bigger than WTF (just 1000 members) in Scotland.

During this conversation, led by the WTF President, about the current difficulties in promoting WTF in Scotland, associate membership was brought up by the president and Sec. Gen. At this point the president left and both the Sec. & Deputy Sec. gen. continued the conversation, which started, as previously detailed, with the received application from Master Harrell.

It was explained that Taekwondo Scotland were the government supported and recognized body and not Master Harrell. Deputy Sec. Gen and Sec General discussed that they could help with this process and help Scotland develop by going to Worlds and Euros as part of the BTCB. Initiatives like the taekwondo Peace Corps. would also help to get Scotland ready to help strengthen the Great Britain

Olympic team and to go to the Commonwealth games. This was a general discussion that was led by Sec. & Deputy Sec. Gen.

No approach was made by either JC or MR and no application was sought or submitted.

WTF Sec Gen has personally asked to be kept up to date with all matters that are related to development within Scotland. This can be confirmed by calling him

From: "Johnny Martin" <johnny.martin@btconnect.com>

Date: Tue, 2 Feb 2010 18:15:22 -0000

To: Adrian \ (BTCB\)<adrian.tranter@btcb.org>; Bill \ (BTCB\)<bill.darlington@btcb.org>

Cc: 'Jim Tully'<Jim@Tkdscotland.com>

Subject: David Harrell.

Adrian,

Sorry I haven't been in touch earlier today. We are flying out to the US early tomorrow and had to still have lots to do before that.

I want to follow up on a conversation that Jim and I had this morning. We were overdue a follow up from our meeting late last year and snow put paid to that today. So it was a quick call.

Jim wasn't sure if he should appraise me of the rising situation or not re GM Harrell. However, it wasn't long before we got to the point and my interest and now concern about the latter's proposed application to be at the helm of a WTF appointed nation.

After a lengthy chat I advised Jim that in the first instant he was right to raise a concern with me, secondly the due process is to phone Bill, which I hope happened, and for Bill to raise this serious concern with you Adrian. So in writing this note I'm hoping that all occurred.

I've done business with GM Harrell before in 1999/2000 when he involved me in running the failed Granite City Championships and I'm fully aware of the issues that followed on from that date.

I see this as real threat to the BTCB structure and therefore the stability and welfare of the membership. My view is this just isn't a Scottish 'thing' as the same person or another could try the same in England, Wales or Ireland. I know that in past there is a desire to see home nations associate themselves to WTF and that discussion maybe something we'd be forced into prematurely. For my own honest opinion...which I know carries no weight, but I'd rather see that...as a safe pair of hands than the alternative.

I just wanted to say that I'm aware of the issue, and will support the actions required to head this one off. I don't think we can sit back and think it won't happen. I for one don't have happy memories dealing with GM Harrell.

Kind Regards,

Johnny

Appendix 4: Job Description – Performance Coach

Type of contract: Voluntary

Working Context

BTCB (Scotland) has a specific objective of delivering the goals of the World Class Performance Programme culminating at the Olympic Games in London 2012 and beyond. Key to this objective will be the role of the Performance Coach working as part of a highly focused sub-committee.

The Performance Coach, reporting to the High Performance Sub-committee, will be responsible for the implementation of the performance aspects of the programme, in order to raise the standard and profile of all sport taekwondo players in Scotland.

Job Purpose

The Performance Coach is responsible, in conjunction with the High Performance Sub-committee, for the planning, organisation and delivery of this development programme throughout Scotland, both nationally and internationally.

The primary aim of the sport taekwondo programme is to accelerate the development of emerging Scottish talent within WTF Taekwondo, incorporating the use of a range of sports science resources within a technical framework to maximise athlete progression. This programme will be paramount to the conversion of individuals into the senior World Class Performance Programme and ensure the long-term high-level success of the sport.

Main Responsibilities

- 1. Deliver key coaching sessions and plans in line with the Sport Scotland Development Plan for BTCB (Scotland). This will involve the following activities:**
 - Design and deliver an agreed number of National Development and/or talent identification squad sessions providing technical input and incorporating the use of sport science resources to enhance athletic performance.
 - Work closely with the High Performance Sub-committee to design and implement high quality periodised athlete training and competition programmes for Scottish athletes.
 - Utilise the latest sports science techniques and methods in conjunction with the appropriate support bodies and to ensure the highest quality of sports science/medicine services and technical support.
 - Work with the High Performance Sub-committee to manage the logistics in the creation of regional development camps.
 - Assist athletes and coaches to develop training and competition strategies to maximise their potential.
 - Monitor progress and provide recommendations to High Performance Sub-committee on the selection of athletes for this programme and cadet and junior international competitions, in accordance with the selection policies approved by the BTCB (Scotland) Executive Committee.
 - Maintain excellent communication with the High Performance Sub-committee and Executive Committee about the development programme and its progress against agreed goals and objectives.
 - Attend and report back on domestic tournaments as agreed with the High Performance Sub-committee and report back on observations as required by the BTCB (Scotland) performance programme.
 - Attend, coach and report back on international tournaments as agreed with the High Performance Sub-committee and assist and guide athletes to achieving the best.
 - Conduct regular review meetings with each Scottish athlete, discussing performance progress and goals.
 - Submit relevant information on Scottish athletes to the BTCB (Scotland) High Performance Sub-committee for the Annual Athlete Reviews.
 - To support development of coach training programmes.
 - Ensure compliance with mandatory and best practice regarding child protection, equity, health, safety and welfare, anti-doping in all matters and activities.

2. **Ensure training, domestic camp and international tournament plans are communicated to the High Performance Sub-committee and the BTCB (Scotland) Executive Committee.**
 The above list is not regarded as exclusive or exhaustive, as there may be other duties and requirements, which the incumbent may be required to perform from time to time, in consultation with the incumbent and the High Performance Sub-committee.

The jobholder will be required to adhere to the requirements outlined in their Terms and Conditions of employment including policies and procedures pertaining to being an employee of BTCB (Scotland).

Key Relationships

- Administrator
- BTCB (Scotland) Executive Committee
- BTCB (Scotland) High Performance Sub-committee
- Assistant Performance and Club Coaches
- British Taekwondo Control Board
- STUK
- Public sector bodies e.g. Sport Scotland, Scottish Institute of Sport

Knowledge, Experience and Person Profile

Essential	<ul style="list-style-type: none"> • Minimum of 5 years' successful coaching experience to include a deep understanding of world-class performance and a deep understanding of the nature of sport Taekwondo and the needs of developing athletes. • Understanding and appreciation of the field of talent identification, selection and confirmation and how this work can contribute to the development of a competitive team. • Highly developed communication skills, with a specific focus on formal training plans being developed. • The ability to implement technical development policies and programmes. • A good level of written and spoken English and administration skills. • Full current passport and clean driving licence. • Satisfactory enhanced disclosure from Disclosure Scotland, CRB or equivalent.
Desirable	<ul style="list-style-type: none"> • Good computer skills and a working knowledge of computer applications, such as Microsoft Office (Word for reports, Excel for data, PowerPoint for presentations and Outlook for email). • A specialist skill such as talent identification science, physiotherapy, biomechanics, strength and conditioning qualifications, performance analysis, etc, would be an advantage. • Understanding of how individual athletes are motivated and ability to vary his/her approach to develop the very best performance and to bring the best out of existing talent.
Behavioural Competencies and Qualities	<ul style="list-style-type: none"> • Passion for the BTCB (Scotland) mission and a complete commitment to success. • Understanding of the accountability process and reporting structure. • An ability to multitask and show strong resilience and drive. Particularly, is a self-starter with strong initiative and a clear sense of self-direction. • Demonstrable problem-solving skills and the ability to plan and set clear and meaningful targets. • Demonstrable technical ability with skill in performance analysis. • Ability to articulate the vision with a passion for excellence to the appropriate stakeholders. • Ability to set and achieve goals in a performance environment. • Highly developed communication and presentation skills. • Excellent team leadership skills with the ability to manage and inspire all athletes and staff within the team. • Ability to think 'outside the box' and to recognise and nurture potential. • Willingness to work irregular hours and travel extensively both within the UK and overseas, with overnight stays and weekend work.

Appendix 5: Job Description – Assistant Performance Coach

Type of contract: Voluntary

Working Context

BTCB (Scotland) has a specific objective of delivering the goals of the World Class Performance Programme culminating at the Olympic Games in London 2012 and beyond. Key to this objective will be the role of the Administrator working as part of a highly focused sub-committee.

The Assistant Performance Coach, reporting to the Performance Coach, will be responsible for assisting in the implementation of the performance aspects of the programme to raise the standard and profile of all sport taekwondo players in Scotland.

Job Purpose

The Assistant Performance Coach is responsible in conjunction with the Performance Coach for the planning, organisation and delivery of this development programme throughout Scotland, both nationally and internationally.

The primary aim of the sport taekwondo programme is to accelerate the development of emerging Scottish talent within WTF Taekwondo, incorporating the use of a range of sports science resources within a technical framework to maximise athlete progression. This programme will be paramount to the conversion of individuals into the senior World Class Performance Programme and ensure the long-term high level success of the sport.

Main Responsibilities

- 1. Deliver key coaching sessions and plans in line with the Sport Scotland Development Plan for BTCB (Scotland). This will involve the following activities:**
 - Design and deliver an agreed number of National Development and/or talent identification squad sessions providing technical input and incorporating the use of sport science resources to enhance athletic performance.
 - Work closely with the Performance Coach to design and implement high quality periodised athlete training and competition programmes for Scottish athletes.
 - Utilise the latest sports science techniques and methods in conjunction with the appropriate support bodies and to ensure the highest quality of sports science/medicine services and technical support.
 - Work with the Performance Coach to manage the logistics in the creation of regional development camps.
 - Assist athletes and coaches to develop training and competition strategies to maximise their potential.
 - Monitor progress and provide recommendations to Performance Coach on the selection of athletes for this programme and cadet and junior international competitions, in accordance with the selection policies approved by the BTCB (Scotland) Executive Committee.
 - Maintain excellent communication with the Performance Coach, the High Performance Sub-committee and Executive Committee about the development programme and its progress against agreed goals and objectives.
 - Attend and report on domestic tournaments as agreed with the High Performance Sub-committee and report on observations as required by the BTCB (Scotland) performance programme.
 - Attend, coach and report on international tournaments as agreed with the High Performance Sub-committee and assist and guide athletes to achieving the best.
 - Assist with regular review meetings with each Scottish athlete, discussing performance progress and goals.
 - Assist with the submission of relevant information on Scottish athletes to the BTCB (Scotland) High Performance Sub-committee for the Annual Athlete Reviews.
 - To support development of coach training programmes.
 - Ensure compliance with mandatory and best practice regarding child protection, equity, health, safety and welfare, anti-doping in all matters and activities.

2. **Ensure training, domestic camp and international tournament plans are communicated to the High Performance Sub-committee and the BTCB (Scotland) Executive Committee.**
 The above list is not regarded as exclusive or exhaustive, as there may be other duties and requirements, which the incumbent may be required to perform from time to time, in consultation with the incumbent and the High Performance Sub-committee.

The jobholder will be required to adhere to the requirements outlined in their Terms and Conditions of employment including policies and procedures pertaining to being an employee of BTCB (Scotland).

Key Relationships

- Performance Coach
- Administrator
- BTCB (Scotland) Executive Committee
- BTCB (Scotland) High Performance Sub-committee
- Assistant and Club Coaches
- British Taekwondo Control Board
- STUK
- Public sector bodies e.g. Sport Scotland, Scottish Institute of Sport

Knowledge, Experience and Person Profile

Essential	<ul style="list-style-type: none"> • Minimum of 3 years' successful coaching experience to include an understanding of world-class performance and a deep understanding of the nature of sport Taekwondo and the needs of developing athletes. • Understanding and appreciation of the field of talent identification, selection and confirmation and how this work can contribute to the development of a competitive team. • Communication skills, with a specific focus on implementation of training plans. • The ability to deliver technical development programmes. • A good level of written and spoken English and administration skills. • Full current passport and clean driving licence. • Satisfactory enhanced disclosure from Disclosure Scotland, CRB or equivalent.
Desirable	<ul style="list-style-type: none"> • Good computer skills and a working knowledge of computer applications, such as Microsoft Office (Word for reports, Excel for data input, PowerPoint for presentations and Outlook for email). • A specialist skill such as talent identification science, physiotherapy, biomechanics, strength and conditioning qualifications, performance analysis, etc, would be an advantage. • Understanding of how individual athletes are motivated and ability to vary his/her approach to develop the very best performance and to bring the best out of existing talent.
Behavioural Competencies and Qualities	<ul style="list-style-type: none"> • Passion for the BTCB (Scotland) mission and a complete commitment to success. • Understanding of the accountability process and reporting structure. • An ability to multitask and show strong resilience and drive. • Demonstrable problem-solving skills and the ability to plan and work to clear and meaningful targets. • Demonstrable technical ability with skill in performance analysis. • Ability to achieve goals in a performance environment. • Highly developed communication and presentation skills. • The ability to manage and inspire all athletes and staff within the team. • Ability to recognise and nurture potential. • Willingness to work irregular hours and travel extensively both within the UK and overseas, with overnight stays and weekend work.

Appendix 6: Job Description – Administrator

Type of contract: Voluntary

Working Context

BTCB (Scotland) has a specific objective of delivering the goals of the World Class Performance Programme culminating at the Olympic Games in London 2012 and beyond. Key to this objective will be the role of the Administrator working as part of a highly focused sub-committee.

Job Purpose

To assist the high performance sub-committee with the administration involved in the:

- Planning, organisation and delivery of the development programme throughout Scotland.
- Annual programme of development activities.

The primary aim of the development programme is to accelerate the development of emerging talent within WTF Taekwondo to maximise athlete progression. This programme will be paramount to the conversion of individuals into the World Class Performance Programme and ensure the long-term success of the sport.

Main Responsibilities

- Co-ordinate events and competitions with the high performance-sub-committee.
- Arrange travel for any overseas and domestic events, including hotel, flight and vehicle bookings on behalf of the high performance-sub-committee.
- Produce and distribute general correspondences and travel information to clubs, schools, athletes and support staff, to include booking forms, joining letters, itineraries etc. for training camps, competitions and events managed by the high performance-sub-committee.
- Maintain financial data, record spend for each event and submit timely accounts and records to the BTCB (Scotland) Treasurer.
- Maintain a database of activities and results.
- Assist BTCB (Scotland) Treasurer with reports, expense claims and accounting procedures.
- Provide support to the high performance-sub-committee as and when required.
- Assist with general administrative work which may include distribution of post, faxes, arranging meetings, filing, printing and stationery orders.
- Maintain excellent communication between the team, the High Performance-Sub-Committee and the Executive Committee of BTCB (Scotland).

The above list is not regarded as exclusive or exhaustive, as there may be other duties and requirements, which the incumbent may be required to perform from time to time, in consultation with the incumbent and the High Performance Sub-committee.

The jobholder will be required to adhere to the requirements outlined in their Terms and Conditions of employment including policies and procedures pertaining to being an employee of BTCB (Scotland).

Key Relationships

- BTCB (Scotland) Executive Committee
- BTCB (Scotland) High Performance Sub-committee
- Performance, Assistant and Club Coaches
- British Taekwondo Control Board
- STUK
- Public sector bodies e.g. Sport Scotland, Scottish Institute of Sport

Knowledge, Experience and Person Profile

<p>Essential</p>	<ul style="list-style-type: none"> • Full current passport. • Satisfactory enhanced disclosure from Disclosure Scotland, CRB or equivalent. • Good knowledge of computer applications, such as Microsoft Office applications (Word for reports, Excel for data input, PowerPoint for presentations and Outlook for email). • Strong organisational and administration skills and experience. • Ability to manage a varied workload. • High level of attention to detail.
<p>Desirable</p>	<ul style="list-style-type: none"> • Willingness to work some irregular hours and travel occasionally within the UK and abroad with overnight stays and weekend work. • Clean driving licence. • Experience of liaison with travel agents and other sporting organisations/councils. • Knowledge and experience of the sport of Taekwondo. • Experience of activities associated with events.
<p>Behavioural Competencies and Qualities</p>	<ul style="list-style-type: none"> • Enthusiasm and passion for the BTCB (Scotland) aims and objectives. • An ability to multitask and plan. • Team player. • Ability to communicate at all levels, both verbally and in writing. • Good problem-solving skills. • Passion for the BTCB (Scotland) mission and a complete commitment to success.