KBGB Board Guidance

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Approved by: Kickboxing GB Ltd. Board of Directors

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1. Introduction

This document outlines the roles, responsibilities, and governance framework for the Board of Directors of Kickboxing GB Ltd. It is intended to promote effective leadership and sound governance in line with best practices for sports organisations. The Board consists of 12 members, each fulfilling both governance and executive roles, given the organisation's current structure.

2. Governance Principles

Kickboxing GB Ltd. is committed to upholding the following principles of sports governance:

- **Accountability:** The Board is collectively accountable for the performance and strategic direction of the organisation.
- **Transparency:** The Board operates transparently, ensuring that decision-making processes are open and accessible to all stakeholders.
- **Integrity:** Board members must act with integrity and in the best interest of the organisation at all times.
- **Diversity and Inclusion:** The Board is committed to promoting diversity and creating an inclusive environment within the sport of kickboxing.
- **Good Decision-Making:** Decisions are to be made in a structured, evidence-based manner and in the long-term interest of the organisation.

3. Role of the Board

The Board is responsible for:

- Defining and reviewing the organisation's strategy and objectives.
- Overseeing the financial management of the organisation and ensuring sustainability, including assessing the effectiveness of risk management strategies beyond competitions, such as reputational and operational risks..
- Ensuring that the organisation complies with relevant laws, regulations, and safeguarding policies.
- Appointing, overseeing, and working with executive officers to implement decisions.
- Monitoring and evaluating the organisation's performance, particularly in competitions, athlete development, and community engagement.

- Setting and reviewing organisational policies related to anti-doping, environmental sustainability, and equity, diversity, and inclusion (EDI).
- Maintaining and reviewing the organisations risk register.

4. Board Structure

Kickboxing GB Ltd.'s Board consists of 12 members, many with dual roles as both non-executive and executive officers. The structure is as follows:

- **Chairperson**
  The Chairperson leads the Board, ensuring that it functions effectively and in the best interest of the organisation. They coordinate board meetings, support strategic leadership, and act as the primary representative for Kickboxing GB Ltd. in external matters.
- **President - CEO (Chief Executive Officer)** The CEO is responsible for the day-to-day running of the organisation, working closely with the Board to execute strategies and operational plans. They report to the Board on progress and challenges.
- **Vice President** – This position is appointed by, and acts as a deputy to, the President. The Vice President ensures compliance with governance policies and represents KBGB at official meetings, in partnerships, and during public engagements. In times of crisis, they assist with decision-making and dispute resolution, upholding fair play and ethical governance. Additionally, the Vice President contributes to succession planning and mentorship, fostering future leadership within the board and the wider kickboxing community.
- **Treasurer - CFO (Chief Financial Officer)** The CFO manages financial planning, reporting, and control functions. They are responsible for ensuring financial integrity and sustainability. All executive teams and committees are accountable to the Treasurer for matters related to financial expenditure and decision-making.
- **Secretary - COO (Chief Operating Officer)** The COO oversees the operations, including logistics, events, and competition management. They ensure that operations are in line with the Board's strategic goals and are responsible for maintaining and ensuring the risk register is regularly reviewed by the board.
- **Non-Executive Directors (NEDs)** - Board members with specific oversight roles that include governance, audit, risk, athlete welfare, and safeguarding.

Other board members perform dual executive officer roles in operational areas such as marketing, events coordination, and compliance, as well as governance oversight. Currently the board has the following roles defined:

- **Director Welfare & Governance** is responsible for ensuring the highest standards of safeguarding, ethical practice, and organisational integrity across the sport. Their primary duties include developing and implementing policies to protect the welfare of athletes, coaches, referees, and all participants, with a particular focus on child protection, inclusivity, and anti-discrimination measures. They oversee compliance

with legal and regulatory frameworks, monitor adherence to governance best practices, and handle concerns or complaints with impartiality and confidentiality. Collaborating with stakeholders at all levels, the Director of Welfare and Governance provides training and guidance on safeguarding and governance issues while fostering a safe, transparent, and accountable environment. Through their leadership, they ensure that the values of fairness, respect, and well-being remain at the core of the sport's culture and operations.

- **Director of Coaching** plays a pivotal role in ensuring the growth, education, and professionalism of coaches at all levels. Their primary responsibilities include developing and implementing strategic initiatives to enhance coaching standards, creating and overseeing accredited training programs, and fostering continuous professional development for coaches. They work closely with regional and national representatives to identify coaching needs, ensure alignment with organisational goals, and promote adherence to safeguarding and inclusion policies. Additionally, they act as a key liaison between coaches, athletes, and the governing body to maintain high-quality coaching practices and uphold the integrity and progression of the sport. The role requires a proactive approach to innovation, mentorship, and the establishment of a positive coaching culture.
- **Director of Ringsports** plays a crucial role in shaping the development, governance, and strategic direction of ringsport disciplines within the sport. This individual ensures that ringsport athletes, coaches, and officials operate within a structured, safe, and progressive framework fully aligned with national and international standards. Their responsibilities include overseeing competition structures, athlete pathways, rule enforcement, and regulatory compliance while collaborating with stakeholders such as clubs, promoters, and international federations. Additionally, they advocate for athlete welfare, officiating standards, and fair play while contributing to broader Kickboxing GB objectives, including inclusion, growth, and high-performance development. Through strong leadership and a commitment to best practices, the Director of Ringsports helps drive the sport forward, ensuring kickboxing remains a respected and thriving discipline in Great Britain.
- **Director of Referee Development** is responsible for advancing the standards, training, and professional growth of referees across all levels of the sport. Their core duties include designing and implementing comprehensive referee education programs, overseeing accreditation and certification processes, and ensuring adherence to the rules and regulations of the sport. They collaborate with regional and national stakeholders to identify development opportunities, promote consistency in officiating practices, and address the evolving needs of referees. The role also encompasses fostering a culture of integrity, fairness, and inclusivity within the officiating community, as well as maintaining high levels of safeguarding and ethical conduct. By championing innovation and continuous improvement, the Director of Referee Development plays a vital role in upholding the credibility and professionalism of kickboxing competitions.
- **Director of Athlete Development** plays a crucial role in shaping the future of the sport by creating and overseeing strategies that support athletes at all levels. Their responsibilities include developing and implementing high-performance programs, ensuring talent identification pathways are effective, and fostering a supportive

environment for athlete progression from grassroots to elite competition. They work closely with coaches, officials, and sports scientists to enhance training methodologies, sports psychology, and injury prevention measures. Additionally, they must align development programs with national and international standards, securing funding and sponsorship opportunities to support athletes. They also act as a key advocate for athlete welfare, safeguarding policies, and equal opportunities within the sport. Ultimately, their leadership ensures a structured, sustainable, and inclusive approach to developing kickboxing talent, contributing to the long-term success of athletes on domestic and international stages.

- **Director of Scotland** serves as the primary representative and leader for the sport's development and governance across Scotland. Their responsibilities include implementing the governing body's strategic objectives at a regional level, promoting participation and growth in the sport, and supporting clubs, athletes, coaches, and referees. They work closely with local authorities, schools, and community organizations to expand access to kickboxing and foster grassroots development. Additionally, the Director of Scotland ensures compliance with safeguarding, inclusion, and health and safety standards while serving as a key advocate for Scottish athletes and officials on the national stage. By providing leadership, building partnerships, and driving regional initiatives, they play a critical role in strengthening kickboxing's presence and success throughout Scotland.
- **Director of Wales** is responsible for leading and advancing the sport across Wales, ensuring alignment with national strategies while addressing the unique needs of the region. Their role involves promoting participation at all levels, from grassroots to elite athletes, by fostering the growth of clubs, coaches, referees, and athletes throughout Wales. They collaborate with local authorities, schools, and community organizations to enhance accessibility and inclusivity while ensuring adherence to safeguarding, health and safety, and ethical standards. The Director of Wales also acts as a key advocate for Welsh kickboxing, representing the interests of the region within the national framework and supporting pathways for athletes and officials to achieve success at domestic and international levels. Through strategic leadership and collaboration, they aim to elevate the sport's profile and opportunities across Wales.

5. Eligibility Criteria for KBGB Board Directors

Kickboxing GB (KBGB) is committed to maintaining a skilled, diverse, and accountable Board of Directors. The following eligibility criteria apply to all individuals wishing to stand for election as a KBGB Board Director.

5.1 General Requirements

Candidates must:

- Be at least 18 years old at the time of election.
- Have no unspent criminal convictions that would disqualify them from serving as a company director.
- Not be disqualified from acting as a director under the Companies Act or other relevant regulations.
- Have no history of bankruptcy or insolvency unless legally resolved and permitted under governance laws.

5.2 Skills, Experience, and Commitment

Candidates should demonstrate:

- A commitment to the growth, integrity, and governance of kickboxing in the UK.
- The ability to contribute to strategic decision-making and long-term planning.
- Strong communication and leadership skills.
- A willingness to act in the best interests of KBGB and its members.
- The ability to work collaboratively and constructively with other Board members, stakeholders, and external partners.
- Experience in sports governance, management, legal, finance, marketing, or athlete development (desirable but not essential).

5.3 Independence and Conflicts of Interest

- KBGB encourages applications from both members and non-members to ensure a diverse and independent board.
- KBGB aims to comply with Sport England's Tier 3 governance requirement of having at least 25% of the board made up of independent directors.
- Candidates must declare any conflicts of interest and agree to abide by KBGB's Conflict of Interest Policy.

5.4 Responsibilities of a Board Director

Elected Directors are expected to:

- Attend regular board meetings (typically quarterly) and the Annual General Meeting (AGM).
- Act with honesty, integrity, and transparency in all board matters.

- Support the development and implementation of KBGB's strategic goals and governance framework.
- Advocate for the sport's growth, inclusivity, and regulatory compliance.
- Uphold KBGB's values and ethical standards in all decision-making processes.

5.5 Term of Office and Re-Election

- Board Directors are elected for a **four-year term**. Directors can serve no more than **two consecutive terms** (requirement 1.7 of the code of sports governance) and must then wait at least four years off the board before becoming eligible again.
- Directors may serve longer than the two terms in exceptional circumstances e.g. to aid succession planning (1 year extension) or being appointed to a senior governance role for WAKO International Federation. Under the UK Code for Sports Governance a director may continue to serve on the board for the period of such appointment, subject to a **maximum term of 12 years** on the board inclusive of their term prior to such appointment. Sport England / UK Sport must be informed about any extended terms.
- Elections are held every two years, with half of the board (six out of twelve directors) stepping down or standing for re-election.
- The President and Vice President cannot run for office at the same time. This prevents leadership vacuums, ensures fair elections, maintains organisational stability, and avoids the concentration of power—promoting smooth governance and continuity within the board. If the President's and Vice Presidents term is due for re-election, they must ensure that the Vice President role is held by a serving Director who is not nearing the end of their own term.
- The election of Board members at the Annual General Meeting (AGM) shall be conducted using the Block Voting System (Plurality-at-Large) to ensure a fair, transparent and representative selection process:
    - Each eligible voting member shall receive one ballot and shall cast one vote for each vacant Board position.
    - Where six (6) Board positions are available, voters must select six (6) different candidates.
    - No voter may allocate more than one vote to any individual candidate. Ballot papers containing fewer or more selections than the number of vacant

positions shall be deemed invalid and shall not be counted. This requirement is intended to ensure that the election outcome reflects the collective preference of the membership across all available positions, rather than focusing on a limited number of candidates, thereby promoting balanced representation and reducing the potential for disproportionate influence arising from low attendance or selective voting patterns.

- Once all votes have been cast, the votes shall be counted openly in the presence of the members attending the AGM. The candidates receiving the highest number of votes, up to the number of vacant positions available, shall be declared elected. In the event of a tie affecting the final available position, a runoff vote shall be conducted between the tied candidates.

- Voting must be conducted either in person by eligible members attending the AGM or by duly appointed proxy. Proxy forms must be received by the General Secretary no later than twenty-four (24) hours prior to the commencement of the AGM in accordance with Article 7.2 of the Kickboxing GB Memorandum and Articles of Association.

5.6 Presidential Nomination and Election

The presidential election cycle comes around every four years. For the position. Of president KBGB uses a structured nomination process with open eligibility. This hybrid election model balances democratic openness with responsible governance.

5.6.1 Eligibility

To be eligible for nomination as President, a candidate must:

- Be a member in good standing for at least three (3) consecutive years.
- Have held a recognised leadership or governance position within the organisation or a club.
- Not have been subject to any disciplinary action. Within the last five years.
- Meet all relevant eligibility criteria under KBGB's code of conduct and conflict of interest policies.

5.6.2 Nomination Process

Candidates must be nominated in writing by **at least 5 voting members** of the KBGB organisation. Nominations must be submitted to the secretary no later than **30 days** before the scheduled election. Each nomination must include:

- A signed declaration by the nominee accepting nomination.
- A personal statement (max 1000 words) outlining qualifications and vision for the organisation.
- A conflict of interest disclosure.

5.6.3 Vetting and Publication

The board of directors shall review all nominations for eligibility and compliance. A final list of eligible candidates, along with their personal statements shall be circulated to all voting members no later than **14 days** before the election.

5.6.4 Voting Procedure

Voting shall take place at the Annual General Meeting by secret ballot, the following rules will apply:

- Each voting member must be present at the AGM and shall have one vote.
- No proxy voting is allowed for the presidential role.
- A candidate must receive more than 50% of valid votes cast to be elected.
- If no candidate receives a majority, a second round of voting shall be held between the top two candidates.

5.6.5 Term and Re-election

The president shall serve a term of **4 years**, renewable once through re-election. No person shall serve more than **two consecutive full terms** as President.

6. Responsibilities of Board Members

6.1 Collective Responsibilities

- Ensure the long-term success and sustainability of Kickboxing GB Ltd.
- Safeguard the reputation of the organisation and sport.
- Support the development of athletes, coaches, and officials through strategic leadership.
- Ensure compliance with legal, financial, and governance obligations.
- Promote high standards of safeguarding and athlete welfare.
- Understand the major risks facing the organisation and ensure there are controls in place.

6.2 Individual Responsibilities

Each Board member, in their executive role, is responsible for:

- Leading specific operational areas as assigned.
- Bringing relevant expertise and skills to both governance and operational discussions.
- Acting with diligence, integrity, and accountability in all decisions and actions.
- Attending and contributing effectively to Board meetings.

7. Board Meetings and Decision-Making

7.1 Frequency

The Board will meet at least **four times per year (article 10.1)**, with additional meetings scheduled as necessary. Board members are expected to attend all meetings unless exceptional circumstances arise.

7.2 Agendas and Papers

Agendas will be distributed at least one week prior to the meeting, with supporting papers. Board members must review these in advance to facilitate informed decision-making.

7.3 Decision-Making

Board decisions will typically be made by consensus. Where necessary, formal votes will be conducted, with a simple majority required to pass a resolution (article 10.5). In the event of a tie, the Chairperson will have a casting vote (Article 10.6).

7.4 Conflicts of Interest

Board members must declare any conflicts of interest prior to discussions. A register of interests will be maintained and updated regularly (Article 13).

8. Board Evaluation and Development

- **Annual Self-Evaluation:** The Board will conduct an annual self-assessment to evaluate its performance and identify areas for improvement.
- **Training:** Board members will have access to training on governance, leadership, and sports-specific issues. Continuous development will be encouraged.

9. Safeguarding and Ethics

The Board holds ultimate responsibility for safeguarding the welfare of athletes and others involved in Kickboxing GB Ltd.'s activities. All members must be familiar with safeguarding policies and uphold the highest ethical standards. In alignment with the Sports England Code of Governance a board director will champion safeguarding, ensuring compliance with relevant policies and procedures.

10. Financial Oversight

The Board will receive regular financial reports from the CFO and ensure that:

- Financial risks are identified and managed.

- The organisation operates within its budget.
- Fundraising, sponsorship, and financial sustainability strategies are aligned with the organisation's goals.

11. Risk Management

The Board will oversee the organisation's risk management processes, ensuring that risks related to competitions, operations, and governance are identified, assessed, and mitigated.

12. Communication and Stakeholder Engagement

The Board will:

- Engage openly with key stakeholders, including athletes, coaches, volunteers, sponsors, and the public.
- Ensure that the organisation's strategic direction is communicated effectively across all levels.

13. Governance Review

This document and the governance framework will be reviewed annually to ensure it remains fit for purpose and aligned with best practices for sports governance.

APPENDIX – EXECUTIVE OFFICER ROLE & RESPONSIBILITIES

President

The President plays a crucial role in ensuring that governance, strategic direction, and stakeholder engagement work cohesively to strengthen the federation's impact. By upholding high standards of integrity, transparency, and innovation, the President ensures that the sport continues to thrive nationally and internationally.

Leadership and Representation:

1. Strategic Oversight:
    - Provides overall leadership to the federation, ensuring the organisation operates in line with its mission, vision, and strategic objectives.
    - Leads the development and implementation of long-term strategies to grow and promote the sport at all levels.
2. Governance and Compliance:
    - In the absence of an appointed Chairperson, the president would chair board meetings, ensuring effective decision-making and governance processes.
    - Ensures adherence to national and international regulatory frameworks, safeguarding the integrity of the sport.

- Upholds high standards of ethics, transparency, and accountability within the federation.

3. Stakeholder Engagement and Advocacy:
    - Represents the federation at national and international events, engaging with sporting bodies, government agencies, and sponsors.
    - Acts as a spokesperson, advocating for the sport's development, funding, and policy advancements.
    - Strengthens relationships with athletes, coaches, clubs, and regional associations to align goals and drive growth.
4. Financial and Organisational Stability:
    - Works with the board and executive team to ensure financial sustainability through sponsorships, grants, and partnerships.
    - Oversees the federation's budgeting and resource allocation, ensuring effective management of funds.
5. Crisis and Risk Management:
    - Leads the federation's response to challenges, ensuring resilience and stability in times of crisis.
    - Implements risk management strategies to safeguard the sport's reputation and sustainability.

Sporting Development and Legacy:

1. Athlete and Grassroots Growth:
    - Champions the development of athletes, from grassroots to elite levels, ensuring a clear pathway for progression.
    - Supports initiatives to increase diversity, inclusion, and participation in the sport.
2. Succession Planning and Mentorship:
    - Encourages leadership development within the federation, fostering future board and executive leaders.
    - Promotes a culture of collaboration and professional development across all levels of the organization.

Vice President

Appointed by the President, the Vice President plays a crucial role in bridging governance, strategic leadership, and stakeholder engagement, ensuring continuity, stability, and growth within the sport. As a senior leader, they uphold the federation's mission, reinforce governance standards, and support the President in delivering the federation's long-term objectives.

Governance and Leadership:

1. Support for the President:
    - Acts as the deputy to the President, assuming leadership responsibilities in their absence.
    - Assists in overseeing the federation's strategic objectives, governance framework, and decision-making processes.
2. Board and Committee Oversight:
    - Chairs or serves on key committees, ensuring governance best practices are upheld.
    - Works closely with the executive team and board members to drive policy implementation and strategic planning.
3. Ethical Standards and Compliance:
    - Ensures board decisions align with ethical, regulatory, and governance standards.
    - Supports the enforcement of fair play, safeguarding, and diversity policies within the sport.

Stakeholder Engagement and Representation:

1. External Relations:
    - Represents the federation at national and international events, alongside or on behalf of the President.
    - Engages with government bodies, sponsors, sporting organizations, and clubs to strengthen relationships and promote the sport.
2. Athlete and Membership Support:
    - Works with athletes, coaches, and clubs to understand key challenges and advocate for necessary improvements.
    - Promotes initiatives to enhance athlete development, participation, and welfare across all levels.

Risk and Crisis Management:

1. Crisis Response:
    - Plays a key role in handling disputes, conflicts, and crises, ensuring that issues are resolved effectively.

- Supports the board in risk management and policy compliance to maintain the integrity of the federation.

2. Continuity and Stability:
    - Helps maintain organisational stability by ensuring leadership transitions are smooth.
    - Assists in succession planning, identifying and mentoring future leaders within the federation.

Secretary

The Secretary plays a pivotal role in ensuring governance integrity, regulatory compliance, and effective communication within the federation. By maintaining accurate records, supporting board operations, and facilitating clear communication, the Secretary ensures that the federation runs efficiently, transparently, and in line with its mission.

Governance and Administration:

1. Board and Meeting Management:
    - Oversees the scheduling, preparation, and documentation of board meetings, AGMs, and committee meetings.
    - Ensures accurate minutes are recorded, distributed, and archived for transparency and accountability.
    - Assists in setting the agenda in collaboration with the President and Vice President.
2. Regulatory Compliance and Governance:
    - Ensures the federation operates within legal and constitutional requirements, including adherence to governance codes.
    - Maintains up-to-date policies, bylaws, and governing documents, ensuring compliance with national and international sporting regulations.
    - Manages the election process for board members and committees, ensuring fairness and procedural integrity.
3. Records and Documentation:
    - Maintains and safeguards official federation records, contracts, and legal documents.
    - Ensures accurate membership records and board member registers are up to date.

Communication and Stakeholder Coordination:

1. Internal Communication:
    - Acts as the main liaison between the board, executive team, and members, ensuring clear and timely communication.
    - Circulates important board decisions, policies, and meeting outcomes to relevant stakeholders.
2. External Relations:
    - Communicates with national and international sporting bodies, government agencies, and partners as needed.
    - Manages official correspondence on behalf of the federation, ensuring professionalism and consistency.

Risk and Crisis Management:

1. Confidentiality and Data Protection:
    - Ensures sensitive board discussions, athlete records, and governance matters are handled with confidentiality.
    - Adheres to data protection laws and federation policies on information security.
2. Crisis Support and Governance Continuity:
    - Assists in governance continuity planning, ensuring that leadership transitions, resignations, or constitutional changes are handled smoothly and legally.

Treasurer

The Treasurer plays a critical role in maintaining the financial integrity, sustainability, and transparency of the federation. By managing budgets, overseeing compliance, and ensuring sound financial decision-making, the Treasurer ensures that the organisation remains financially secure while supporting the growth and development of the sport.

Financial Oversight and Governance:

1. Financial Planning and Budgeting:
    - Develops and oversees the federation's annual budget, ensuring financial sustainability and alignment with strategic objectives.
    - Works with the board and executive teams and committees to allocate funds effectively, ensuring responsible resource management.
2. Financial Reporting and Compliance:
    - Prepares and presents financial reports, statements, and forecasts to the board, ensuring transparency and accountability.
    - Ensures compliance with financial regulations, tax obligations, and governance best practices.
    - Liaises with auditors, accountants, and regulatory bodies to ensure accurate and lawful financial reporting.
3. Risk and Asset Management:
    - Monitors the federation's financial risks, ensuring appropriate policies are in place for fraud prevention, reserves, and financial stability.
    - Oversees the management of assets, investments, and sponsorship revenues to secure long-term financial health.

Revenue Generation and Fund Management:

1. Fundraising and Sponsorship:
    - Supports initiatives to secure sponsorships, grants, and funding to enhance the financial standing of the federation.
    - Ensures that sponsorship and donor funds are managed and utilised according to agreements and strategic needs.
2. Membership Fees and Payments:
    - Oversees the collection and management of membership fees, competition entry fees, and other revenue streams.
    - Ensures efficient payment processing and financial record-keeping.

Governance and Strategic Financial Leadership:

1. Board Support and Decision-Making:

- Advises the board on financial strategy, sustainability, and investment opportunities.
- Ensures financial considerations are integrated into strategic decision-making and long-term planning.

2. Internal Controls and Financial Procedures:
    - Implements and maintains financial controls, policies, and procedures to safeguard the federation's assets.
    - Ensures that financial policies align with governance frameworks, ethical standards, and national regulations.

Welfare & Governance Director

The Director of Welfare, Governance, and Compliance plays a vital role in ensuring the federation operates with integrity, safety, and fairness. By overseeing safeguarding, anti-doping, health & safety, and medical governance, they ensure that the sport remains safe, inclusive, and ethically sound, protecting both participants and the federation's reputation.

Welfare Responsibilities:

1. Safeguarding and Participant Protection:
    - Ensures the federation has robust safeguarding policies to protect children, vulnerable adults, and all participants.
    - Oversees the management of welfare-related incidents, including allegations of abuse or misconduct, ensuring proper reporting and resolution.
    - Leads training initiatives for staff, volunteers, and members on safeguarding, equality, and inclusivity.
2. Well-being and Athlete Welfare:
    - Promotes mental and physical well-being programs, ensuring athletes and participants have access to necessary support services.
    - Implements health and safety standards across all activities to minimise risks and create a safe sporting environment.
    - Ensures compliance with UK Anti-Doping regulations, promoting a clean sport culture and ensuring all athletes and staff adhere to anti-doping policies.
3. Medical Oversight:
    - Works closely with medical professionals and sports scientists to ensure appropriate medical care, injury management, and rehabilitation support for athletes.
    - Develops and maintains medical policies, ensuring best practices in sports medicine, concussion protocols, and emergency response.

Governance Responsibilities:

1. Compliance and Regulatory Oversight:
    - Ensures the federation operates within legal, ethical, and governance frameworks, aligning with national and international regulations.
    - Develops and maintains policies on ethics, integrity, safeguarding, and governance best practices.
    - Oversees regular governance audits and risk assessments to ensure transparency, accountability, and compliance.
2. Board Leadership and Integrity:
    - Ensures high ethical standards in board decision-making, managing conflicts of interest effectively.

- Supports strategic governance, ensuring welfare, safeguarding, and compliance considerations are integrated into policy development.

3. Risk and Crisis Management:
    - Identifies and mitigates risks related to governance, welfare, anti-doping, health & safety, and medical concerns.
    - Leads the federation's response to welfare, governance, and compliance crises, ensuring swift and appropriate action.

Stakeholder Engagement and Education:

1. Communication and Awareness:
    - Ensures clear communication with athletes, coaches, medical staff, parents, clubs, and external partners regarding welfare, anti-doping, and health & safety policies.
    - Develops educational programs and workshops on governance best practices, safeguarding, medical awareness, and anti-doping compliance.
2. Collaboration and External Partnerships:
    - Serves as the primary liaison with regulatory bodies, anti-doping agencies, medical professionals, and government organisations.
    - Works closely with sports medicine experts, legal advisors, and health & safety officers to ensure ongoing compliance and best practice implementation.

Director of Coaching

The Director of Coaching plays a key role in shaping the future of coaching, ensuring that coaching standards, education, and performance development align with the federation's broader strategic goals. Through leadership, collaboration, and a commitment to excellence, the Director ensures that coaching remains a driving force behind the sport's growth and success.

Coaching Strategy and Development:

1. Coach Education and Certification:
    - Develops and oversees a national coaching framework, ensuring high standards in education, training, and certification.
    - Implements coaching accreditation programs, aligning with national and international governing body requirements.
    - Ensures coaches have access to continuous professional development (CPD) opportunities.
2. Performance Pathways and Talent Development:
    - Establishes and maintains a coaching pathway that supports the progression of coaches from grassroots to elite levels.
    - Works with athlete development programs to ensure coaching is aligned with performance goals.
    - Identifies and mentors future coaching talent, fostering leadership within the sport.

Quality Assurance and Best Practices:

1. Coaching Standards and Ethical Conduct:
    - Promotes high coaching standards, ethical conduct, and safeguarding policies, ensuring a safe and inclusive environment.
    - Implements coach evaluation and feedback systems to monitor and improve coaching effectiveness.
    - Supports compliance with anti-doping regulations, child protection policies, and fair play principles.
2. Implementation of Best Practices:
    - Ensures that coaching methodologies reflect the latest sports science, technology, and performance analysis techniques.
    - Encourages innovation and evidence-based approaches in training, recovery, and competition preparation.

Stakeholder Engagement and Collaboration:

1. Coach and Athlete Support:
    - Acts as a liaison between coaches, athletes, clubs, and regional coaching bodies, ensuring alignment in coaching objectives.
    - Provides guidance and support to national team coaches and development squads.
2. Partnerships and Representation:
    - Represents the federation in national and international coaching forums, fostering relationships with other governing bodies.
    - Works with universities, training institutions, and professional bodies to advance coaching research and education.

Director of Referee Development

The Director of Referees plays a key role in maintaining high officiating standards, fairness, and professionalism within the sport. Through education, governance, and strategic leadership, they ensure referees are well-trained, supported, and integral to the sport's integrity and success.

Referee Development and Training:

1. Education and Certification:
    - Oversees the national referee training and accreditation system, ensuring referees meet national and international standards.
    - Develops referee training programs, workshops, and continuous professional development (CPD) opportunities.
    - Ensures compliance with governing body regulations, rule updates, and officiating best practices.
2. Referee Pathway and Talent Identification:
    - Establishes a structured referee progression pathway from grassroots to elite levels.
    - Identifies and mentors promising referees for higher-level national and international competitions.
    - Works with coaching and events committees to ensure referees receive consistent feedback and evaluation.

Quality Control and Governance:

1. Officiating Standards and Rule Enforcement:
    - Ensures the consistent and fair application of rules and regulations at all levels of competition.
    - Implements referee assessment and performance review systems to maintain high officiating standards.
    - Oversees the appointment, allocation, and performance evaluation of referees for events and competitions.
2. Ethics and Conduct:
    - Promotes fair play, integrity, and ethical officiating, ensuring referees adhere to the federation's code of conduct.
    - Investigates and addresses complaints, disputes, or misconduct involving referees.
    - Ensures compliance with safeguarding, anti-discrimination, and diversity policies within officiating.

Stakeholder Engagement and Representation:

1. Referee Support and Liaison:
    - Acts as the primary liaison between referees, competition organizers, and governing bodies.
    - Ensures referees have access to resources, mentoring, and welfare support.
2. National and International Relations:
    - Represents the federation in officiating committees, rule-making bodies, and international referee associations.
    - Collaborates with other national federations and global organizations to align referee standards with international best practices.

Director of Scotland

The Director of Scotland ensures that the federation's mission, governance, and development goals are effectively implemented in Scotland. By leading regional strategy, engaging stakeholders, and promoting participation, they play a key role in strengthening and expanding the sport within the Scottish community.

Regional Leadership and Development:

1. Strategic Oversight in Scotland:
    - Leads the implementation of the federation's strategic objectives within Scotland, ensuring alignment with national policies.
    - Works to grow participation, enhance performance pathways, and strengthen club structures across the region.
    - Advocates for the development of grassroots and elite-level athletes, ensuring Scottish competitors have access to high-quality training and support.
2. Governance and Compliance:
    - Ensures that all activities in Scotland adhere to the governance framework, safeguarding policies, and national regulations.
    - Oversees the compliance of clubs, coaches, and officials with federation rules and ethical standards.
    - Supports equality, diversity, and inclusion initiatives within the region.

Stakeholder Engagement and Representation:

1. Local and National Partnerships:
    - Serves as the key representative of the federation in Scotland, engaging with Scottish sports governing bodies, local authorities, and funding partners.
    - Strengthens relationships with clubs, regional committees, and community sports organizations to enhance development efforts.
    - Works with Scottish government and sporting agencies to secure investment and resources for the sport.
2. Athlete, Coach, and Club Support:
    - Provides leadership to Scottish clubs, coaches, and athletes, ensuring they receive proper guidance and development opportunities.
    - Supports talent identification and athlete pathways, ensuring Scottish competitors are well-prepared for national and international competitions.
    - Advocates for coach and referee development programs specific to Scotland.

Event Management and Competition Growth:

1. Regional Competitions and Pathways:

- Oversees the development and management of competitions, leagues, and championships within Scotland.
- Works to increase participation and engagement in events, ensuring accessibility and high standards of competition.
- Ensures that referees, coaches, and officials in Scotland are properly trained and certified.

2. Promotion and Community Engagement:
    - Leads initiatives to raise the profile of the sport in Scotland through marketing, media partnerships, and community outreach.
    - Encourages membership growth and engagement at all levels, from grassroots to elite.

Director of Wales

The Director of Wales ensures that the federation's mission, governance, and development strategies are effectively implemented in Wales. By driving regional strategy, engaging stakeholders, and fostering participation at all levels, they play a crucial role in strengthening and promoting the sport across the Welsh sporting community.

Regional Leadership and Development:

1. Strategic Oversight in Wales:
    - Leads the implementation of the federation's strategic objectives within Wales, ensuring alignment with national policies.
    - Works to expand participation, enhance performance pathways, and support club development across the region.
    - Advocates for the growth of grassroots and elite-level athletes, ensuring Welsh competitors have access to high-quality training and opportunities.
2. Governance and Compliance:
    - Ensures that all activities in Wales comply with the federation's governance framework, safeguarding policies, and national and regional regulations.
    - Oversees the compliance of clubs, coaches, referees, and officials with federation policies and ethical standards.
    - Supports equality, diversity, and inclusion initiatives to make the sport more accessible and representative in Wales.

Stakeholder Engagement and Representation:

1. Local and National Partnerships:
    - Acts as the key representative of the federation in Wales, engaging with Sport Wales, local authorities, and funding partners.
    - Strengthens relationships with clubs, schools, community organizations, and regional committees to drive sport development.
    - Collaborates with Welsh government and sporting agencies to secure investment and resources for the sport's growth.
2. Athlete, Coach, and Club Support:
    - Provides leadership and guidance to Welsh clubs, coaches, and athletes, ensuring they receive proper training and development opportunities.
    - Supports talent identification and performance pathways, ensuring Welsh competitors are well-prepared for national and international competitions.
    - Advocates for coaching and officiating development programs specific to Wales.

Event Management and Competition Growth:

1. Regional Competitions and Pathways:
    - Oversees the planning and management of competitions, leagues, and championships within Wales.
    - Works to increase participation and engagement in events, ensuring high-quality and well-organized competitions.
    - Ensures that Welsh referees, coaches, and officials are properly trained and accredited.
2. Promotion and Community Engagement:
    - Leads initiatives to raise the profile of the sport in Wales through marketing, media partnerships, and grassroots outreach.
    - Encourages membership growth and stronger connections between the federation and local communities.

Director of Ringsports

The Director of Ringsports plays a key role in the development, governance, and strategic leadership of ring-based kickboxing disciplines. They ensure the growth, integrity, and safety of the sport through structured competition frameworks, athlete development, and alignment with national and international standards.

Ringsport Development and Athlete Pathways:

1. Competition Structure and Growth:
    - Oversees the development and implementation of national ringsport competition structures.
    - Works with event organisers to ensure WAKO rules, formats, and officiating across all levels are adhered to.
    - Ensures alignment with international competition regulations to support athlete progression.
2. Athlete Development and Performance Pathways:
    - Establishes clear pathways for ringsport athletes, from grassroots to elite-level competition.
    - Supports talent identification and development programs to nurture high-performance athletes.
    - Works alongside coaching and officiating departments to maintain athlete safety and welfare.

Governance and Regulation:

1. Rules, Safety, and Compliance:
    - Ensures the enforcement of WAKO competition rules, safety standards, and medical protocols.
    - Collaborates with regulatory bodies to maintain best practices in officiating and coaching.
    - Oversees the development and review of regulations to uphold the integrity of the sport.
2. Ethics, Conduct, and Disciplinary Oversight:
    - Promotes fair play, respect, and discipline within ringsports.
    - Investigates and addresses disputes, disciplinary matters, and rule violations.
    - Ensures compliance with safeguarding, anti-doping, and athlete welfare policies.

Stakeholder Engagement and Representation:

1. Club and Athlete Support:

- Acts as the primary liaison between ringsport athletes, coaches, clubs, and governing bodies.
- Ensures access to training, resources, and competitive opportunities for ringsport participants.

2. National and International Relations:
    - Represents the federation in ringsport-specific committees and international governing bodies.
    - Builds relationships with global kickboxing organisations to enhance competitive opportunities.
    - Ensures that British ringsport athletes and officials have access to international events and recognition.

Through strong leadership, regulatory oversight, and athlete-centred development, the Director of Ringsports ensures that ring-based kickboxing disciplines in Great Britain continue to thrive while maintaining high standards of competition, safety, and fairness.

Director of Athlete Development

The Director of Athlete Development plays a key role in shaping the future of kickboxing by ensuring that talent identification, athlete progression, and performance development align with the international federation's broader strategic goals. Through leadership, collaboration, and a commitment to excellence, the Director ensures that athlete development remains a driving force behind the sport's growth and success.

Athlete Development Strategy and Pathways

1. Talent Identification and Progression:

- Develops and oversees a structured athlete development framework, supporting athletes from grassroots to elite levels.
- Implements a national talent identification program, ensuring potential athletes are recognised and nurtured.
- Works closely with regional and national coaches to create clear performance pathways.

2. High-Performance Programs:

- Establishes training and development programs that support athletes at all levels, from junior to senior competition.
- Ensures alignment with national and international competition requirements, preparing athletes for success on the world stage.
- Provides access to specialist support, including strength & conditioning, sports psychology, and injury prevention.

Performance Standards and Athlete Welfare

1. Athlete Support and Wellbeing:

- Implements safeguarding and athlete welfare policies, ensuring a safe and supportive environment.
- Promotes athlete mental health initiatives and support systems for performance pressure and well-being.
- Develops mentoring programs to support athletes in their personal and professional growth.

2. Ethical Standards and Compliance:

- Ensures adherence to anti-doping regulations, fair play principles, and safe sport policies.
- Works with medical and performance teams to ensure best practices in athlete care and rehabilitation.
- Monitors and evaluates athlete performance, ensuring accountability and continuous improvement.

Stakeholder Engagement and Collaboration

1. Athlete, Coach, and Club Engagement:

- Acts as a key liaison between athletes, coaches, clubs, and regional development programs.
- Provides guidance and resources to support athlete progression across all levels of competition.
- Engages with athletes to ensure their voices are heard in the development and decision-making process.

2. Partnerships and Representation:

- Represents Kickboxing GB in national and international athlete development forums.
- Works with universities, training institutions, and sports performance bodies to advance athlete development research.
- Secures funding and sponsorship opportunities to enhance athlete support programs.

The Director of Athlete Development is instrumental in ensuring that Kickboxing GB athletes have access to the highest quality training, support, and progression opportunities. Their leadership ensures that Kickboxing GB produces world-class athletes while maintaining a strong focus on long-term sustainability and athlete wellbeing.