



2025 ANNUAL GOVERNANCE REPORT

1 General

- 1.1 England Boxing is set up as a Company Limited by Guarantee and not having share capital, Company No. 02817909, with its registered office at Coleridge Road, Sheffield, S9 5DA. The Company is run by an independent Board of Directors, and we are committed to working in accordance with the principles of governance as set out in the Code for Sports Governance.
- 1.2 England Boxing is a Sport England-funded partner. Our Funding Agreement sets out that we can be selected for an independent review. On 9 January 2026, a CPSU/Sport England safeguarding review was conducted. The Head of Safeguarding/Compliance, the CEO, and Board Member Anna Cain attended the meetings. Evidence files were provided and, at the date of this report, the final findings of the review were not available.

2 Sport England Governance Compliance Review

- 2.1 An externally facilitated Board review was undertaken in Q4 of 2024 by the Sport and Recreation Alliance. A preliminary report was presented to the Board in December 2024, with the final report approved and recommendations accepted by the Board on 23 January 2025.

3 Staff

- 3.1 There have been minor updates to the Staff Handbook in 2025. Notable changes were made to the:
- Sexual harassment prevention policy
 - Relationships at work policy
 - Carers' leave policy
 - Neonatal care leave and pay policy
 - Flexible working policy (updated in line with regulations)
 - Menopause policy
- 3.2 Two staff CPD and team-bonding days were held on **28 August** and **11 December**, both in person in Sheffield. The August session focused on a Culture and Values Workshop. Actions and follow-up were presented in December, with updates on improvements in the management structure, decision-making processes, and communication.
- 3.3 The Annual Appraisal procedure was released in January 2026, with a view to completing all staff reviews by **1 March 2026**.

- 3.4** Work has been initiated on introducing a purchase order system, which will provide better control over budgeting, forecasting, and spend tracking.
- 3.5** The CEO is responsible for the effective operation of England Boxing, including the long-term strategic development of the organisation. In this capacity, the CEO is also responsible for ensuring that England Boxing meets all statutory duties associated with running a sports governing body. The Head of Operations has been identified as a potential “second in command” in case of emergencies and for emergency cover. The England Boxing Succession Policy reflects this.
- 3.6** **Remuneration** levels were reviewed in April and adjusted for inflation for all staff, in consultation with the Audit Sub-committee and the Remuneration Committee and based on the long-term (three-year) budget plan approved by the Board.
- 3.7** A 2025 CEO review meeting was completed on 20 January 2026 by the Chair.
- 3.8** The 2025 staff reviews are to be completed in January/February 2026 by line managers and reviewed by the CEO.
- 3.9** 2025 CPD training completed by all staff:

E-Learning:

- Bribery Act
 - Child Sexual Exploitation
 - Deciding the Priorities
 - Harassment, Victimisation and Bullying
 - How to Communicate when Working Remotely or from Home
 - Listening Skills
 - Modern Slavery
 - Protecting Confidential Information
 - Supporting Good Mental Health
- 3.10** Andrea Rankin is certified to deliver Anti-Doping training for athletes, officials, coaches, and support staff. Anthony Sheppard is also certified and has taken over as the England Boxing Anti-Doping Lead. Nathan Pearce is Board Champion for Anti-Doping following the resignation of Chris Smith.

4 Safeguarding

- 4.1** The Board endorses and promotes the Safeguarding Strategy and its plans, the Safeguarding policies and procedures. The importance of safeguarding is recognised by the Board by appointing a Duty of Care Champion (Anna Cain) with a routine safeguarding agenda item at Board meetings, keeping the Board informed in respect of safeguarding updates/concerns and decisions, where required. The Board is also responsible for a policy review annually, reaffirming commitments to safeguarding by the organisation. A safeguarding training briefing will be included in the January 2026 Board meeting.

- 4.2** The Chief Executive is responsible for making sure that England Boxing discharges its duties with respect to safeguarding and the organisation's policies & procedures. The Chief Executive is also responsible for a policy review annually, reaffirming commitments to safeguarding by the organisation.
- 4.3** Staff: Danny Williams, Head of Compliance left England Boxing in 2025; Anthony Sheppard moved roles from within the organisation into this role. With currently have 4 members of staff who support this area of members governance: Anthony Sheppard, Head of Compliance Graham Hurst joint England Boxing as Compliance & Safeguarding Manager, Gil White is the Compliance & Safeguarding Officer. A part time role was created; Compliance Administrator, and Liam Egan was appointed in this role.
- 4.4** Anna Cain is the Board Champion for Safeguarding. There are 10 volunteer Regional Welfare Officers, and Chris Connelly is the Safeguarding Lead in Performance team.
- 4.5** CPD – Staff Training on Safeguarding completed:
- 11 December 2025: Introduction to the updated England Boxing Safeguarding Code;
 - January 2026: CPD Homework: study of the Safeguarding Code and completion of a test.
- 4.6** The Revised Safeguarding policies and procedures were approved by the Board in November 2025. Significant work has been done to make the policies more accessible on the website and summary/audio versions as well as clear flow charts are now available.
- 4.7** In 2025 the complaints procedure was also reviewed. The updated version was brought in line with the Disciplinary Code and the Safeguarding Policies and Procedures.

5 AGM

- 5.1** An AGM was held online on Monday 29 September 2025 and a detailed annual report including the financial statements for the year 2023/2024 (audited) and 2024/2025 (draft) were presented to the membership. The required quorum was not achieved at the start of the meeting, and the required 1-hour postponement provision had to be invoked.
- 5.2** The formal AGM agenda was preceded by information relevant to the club membership. Several questions were submitted by the clubs and answered by Board members and relevant staff.
- 5.3** 2025 Changes in the Articles of Association:
- IBA references removed and World Boxing introduced as the World Governing body for Boxing
 - All gender-specific references replaced by gender-neutral terms, without changing the meaning of the relevant clauses

- Change to the Limit of Terms of Appointment: To allow a Board member to be appointed as Chair without counting the previously served terms as part of a new Term Limit (Art 56).

6 Board

6.1 England Boxing has a diverse membership of the Board of Directors who are appointed on merit through an open recruitment process designed to provide the professional skills and experience necessary to formulate policy and make appropriate business decisions.

6.2 Board Member movement:

Felicity Barnard resigned from the Board on 22 May 2025.

The vacancy was filled by following the Board Recruitment process as described in the Board Succession Policy and Jasmine Skee was appointed on 20 November 2025.

Chris Smith resigned from the Board on 12 September 2025. Recruitment for this Boxing Director vacancy has started in January 2026 following a review of the role and job description for this position linked to areas of technical, rules, and officials.

6.3 An induction session was held on 16 January 2026 for recent appointed Board Members.

6.4 Following the Governance Code Gap Report by Sport England, the Board Biographies are published on the website as recommended by the Code for Good Governance.

6.5 The Board Member positions are voluntary and receive no remuneration.

6.6 The Board of Directors met 6 times during the year.

6.7 The Attendance Record of the Board of Directors

	Sam Foster	Doniert Macfarlane	Anna Cain	Paul Asare-Archer	Richard Brooke	Felicity Barnard	Nathan Pearce	Samera Ali	James Stebbing	Chris Smith	Mehul Kapadia	Jerome Pels (CEO)
Meeting 1 - January	x		x	x	x	x	x	x	x	x	x	x
Meeting 2 – March	x		x		x		x	x	x	x	x	x
Meeting 3 - May		x	x	x	x		x	x		x		x
Meeting 4 - July		x	x	x	x		x		x			x
Meeting 5 – September	x	x		x	x		x	x	x		x	x
Meeting 6 - November	x	x	x		x		x	x	x			x

6.8 Each Board Member is assigned specific roles and responsibilities, and Board Members are appointed by the Board to chair the England Boxing Subcommittees.

6.9 The Board in 2025 was supported by the following Subcommittees:

Subcommittees:

- Audit
- Remuneration
- Nominations
- Technical, Rules, and Officials
- Compliance, Legal and HR
- Championships
- Equality and Diversity

Advisory Groups:

- Medical
- Communications
- Clubs, Membership and Development
- Performance
- Commercial

6.10 The Committee Structure stayed unchanged in 2025, as its was reviewed and amended as recommended in the BDO Governance Audit Report in 2024.

6.11 The Board currently has 10 members (the maximum number of Board Members allowed by the Articles of Association is 12).

- 6.12** The conflict-of-interest register is up to date and declarations confirming the Board Code of Conduct are in place. At each Board meeting the Board members are reminded to declare any possible conflict of interest in relation to the agenda of the meeting.
- 6.13** A review of the Board Members is undertaken yearly (in January/February following the reporting year) by the Chair of the Board and is presented at the March Board Meeting.

7 Strategy

The guiding principles of our work are set out in a strategy document currently the England Boxing Strategic Plan 2022-2027 'Inspiring and Transforming Lives through Boxing' which was launched in November 2021, and is structured around four objectives of:

- A Thriving Boxing Community
- An Inclusive, Diverse and Accessible Sport
- An Inspirational and Aspirational Talent Pathway
- A respected and valued NGB.

- 7.1** The strategy is being implemented following the yearly staff actions plans.
- 7.2** Progress towards the Strategic Plan objects is reported every two months in the CEO/staff report and a progress dashboard is being monitored. England boxing reports to the membership annually at the AGM and through the Annual Report.
- 7.3** The Board held a specific strategy session at its September Board meeting where the progress was discussed, and possible amendments were considered.

8 Finance

- 8.1** The Business of England Boxing is conducted in the interests of our Boxing Community stakeholders openly, accountable and with commercial prudence.
- 8.2** The Audit Subcommittee has the responsibility of providing the necessary financial oversight reporting to the Board of Directors.
- 8.3** The independent auditors Knowles Warwick Limited, represented by David Waterfall presented their Report to the Directors in respect of the financial statements for the year 2024/2025 to the Board in September 2025. It was reported that the audit went well and that the auditors did not encounter any significant difficulties during the audit and there are no significant findings from the audit to report to the Board.
- 8.4** The 2024/2025 Accounts were approved by the Board on 12 September 2025. Given the loss for the year reported, the Board recognised the need for careful consideration of the strategy comments by the Finance Subcommittee with a continued focus of the Board on the issue of financial sustainability. It was noted that a three-year budget is now in place to show the impact of projected

increased revenue and the careful management of expenditure with an objective to build back a modest reserve position.

9 Risk Register

9.1 The risk register format and presentations were regularly reviewed at the Board meetings and subsequently the CEO and the Subcommittees reviewed the status of risks in their respective areas. The review and update of the risk management was assigned to a specific Board Member. The Senior Management Team is also tasked with regular review of the risk management register and submitting amendments where necessary. In November 2025 the Board decided that the review and updating of the Risk Management Register should be dealt with by the CEO and the Finance Director. It was agreed that the audit Sub-committee should also be reviewing the Register on a regular basis.

10 IBA – World Boxing

On 1 August 2025, England Boxing withdrew its membership to the International Boxing Association (IBA).

This decision was taken by the Board of England Boxing following the International Olympic Committee's (IOC) confirmation that it no longer recognises IBA as the governing body for Olympic-style boxing. As the recognised National Governing Body for boxing in England, it is vital that we align with organisations that are committed to safeguarding the future of the sport within the Olympic movement.

England Boxing is also concerned by recent public statements from IBA indicating an intention to transition towards governing bare-knuckle boxing globally. This direction is fundamentally incompatible with England Boxing's core values and longstanding commitment to safety and welfare in the sport.

England Boxing is now fully aligned with World Boxing, the organisation provisionally recognised by the IOC, and we continue to work closely with both World Boxing and its European arm to provide a trusted and secure pathway for English boxers at all levels.

19 January 2026 – Approved by the Board of Directors.