

**JudoScotland Board Minutes:****3 May 2016****Ref. 2016/3****Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 3 May 2016, commencing at 1830 hours.**

Present: Ronnie Saez (Chair); Sarah Clark (SC); Peter Gardiner (PG); James McBeath (JMB); Marc Preston (MP); Robert Sneddon (RS).

Apologies: Graham Campbell (GC); Ewen Cameron (sportscotland).

In Attendance: Douglas Bryce (DB); Rosanna Fairholm (RF).

**Welcome and Apologies**

1 The Chair welcomed those present and noted the apologies received from Graham Campbell. Sarah Clark was also on route and had previously indicated that she may be slightly late in arriving.

**Declarations of Interest**

2 The Chair asked for any declarations of interest from Directors in relation to the previously circulated agenda. The Chair noted that PG had an interest in the agenda item relating to the JudoScotland-Sportif International event.

**JudoScotland-Sportif International Event 2016**

3 PG presented small gifts to those present as a token of his appreciation of the support that JS had extended for the 2016 event. PG then circulated a short report on the 2016 event and spoke to this. It was welcomed that the event had reached capacity some 9 weeks prior to the event taking place. The international camp had also been a success with some 440 international judoka attending.

**JudoScotland-Sportif International Event 2017**

4 PG then circulated a proposal for the Board to consider continued support for the 2017 event. The Meadowbank Sports Centre (Edinburgh) had already been booked for the event, with provisionally both main sports halls being used for the competition. PG outlined that he was keen to commence advertising the event and camp from June 2016. PG outlined that he was looking for a similar level of investment from JS for the forthcoming year (2017).

*SC joined the meeting and PG left the meeting*

5 Those Board members present that had attended the event – in a variety of functions - offered a range of views on the 2016 event and the possibility of support moving forward.

6 JS would have liked to have seen greater visibility of the JS logo/name around the competition area, as outlined in the Service Level agreement (SLA).

7 The Chair also reflected that he would like the input of the Business Delivery Team Manager (BDTM), whose remit included an over-arching Events role. The Chair also noted that there were significant "Value-in-Kind" aspects (i.e. provision of mats; scoring/CARE system; staff time) over and above the financial contribution that should be recognised.

*PG re-joined the meeting*

8 The Chair outlined that the Board had agreed – in principle – to continue to support the Sportif International event for a further year (2017) to the extent of £5,000. This offer would be subject to PG meeting with the BDTM and agreeing details and attribution elements, further to a formal SLA being agreed for the 2017 event.

*RF joined the meeting*

**Business Support****Marketing Strategy (Board Discussion Paper: 2016/3/6)**

9 The CEO introduced RF and welcomed her to her first Board meeting.

10 RF introduced and referred to the previously circulated draft Marketing Strategy. In particular, RF referred to the initial membership survey, which had led to the 'SWOT' analysis contained within the draft document and the arising, proposed action(s). Following an overview of the draft Marketing Strategy, RF proceeded to provide the Board with an update of the current stage of development of the new JS website.

*PG departed the meeting*

**Leadership and Governance****Minutes of the Previous Meetings (Board Minutes: 2016/1 and 2016/2)**

11 The Minutes for the meetings held on 2 February 2016 and 22 March 2016 were both approved.

### Matters Arising

- 12 The Chair believed that there were no substantial items on the 'rolling actions' register that were not covered by agenda items. The CEO then circulated an updated 'Rolling Actions' log and spoke to this document.

### Correspondence for the Board

#### CJA Email

- 13 The CEO circulated an email received from the Commonwealth Judo Association (CJA) General Secretary on 29 April, in connection with the awarding of the 2017 Commonwealth Judo Championships to JudoScotland. The CEO also circulated a short report from the BDTM on his attendance at the 2016 CJA Championships and his experience of presenting the JS bid for the 2018 CJA Championships at the CJA Congress.
- 14 The Chair outlined his disappointment and significant annoyance with the CJA, its events-bidding processes and the CJA Congress. To this end, he wished to make a robust response to the CJA General Secretary's recent communication in awarding an event that JS had not even bid for. The Board agreed with the Chair and CEO that:
- 14.1 the lead-in time to organise a successful CJA event in 2017 was unrealistic;
  - 14.2 at the present time, the implications on the 2017 budget and implications for external financial support from potential partners was unknown;
  - 14.3 JS was currently short-staffed to deliver within the 'Events' area of the business;
  - 14.4 a bid to host the event in 2020 or 2021 was more preferable to JS.
- 15 Based on the above, the Chair would respond in writing to the CJA General Secretary recent correspondence.

### CEO Update (Board Paper: 2016/3/1)

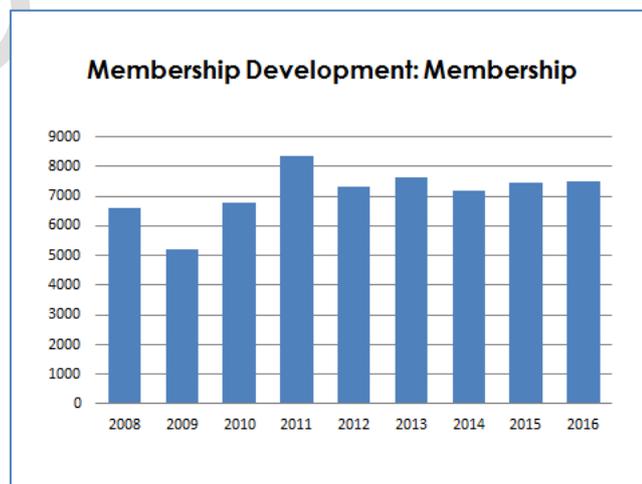
- 16 The CEO referred to the previously circulated update paper (2016/3/1). The CEO wished to highlight to the Board some additional information/updates:
- 16.1 **sportscotland:** Due to a problem with some new financial software, JS was still to receive its first tranche of investment for 2016/2017.
  - 16.2 **Invitation to Tender (Accountancy Services):** JS had received 4 tender submissions, reflecting a range of accountancy firms and costs. This would be progressed via the CGWG.
  - 16.3 **UK Sport Governance Code:** There was some reason to believe that equality (of all varieties) might be prevalent within this awaited development/announcement. The Chair provided an overview from recent meetings with UK Sport, on behalf of the BJA.
  - 16.4 **Officials:** The CEO extended his congratulations to Board members James McBeath on his achievement of his BJA National 'A' award and also his acceptance onto the EJU training programme.

### Annual Accounts: Year Ending 31 December 2015

- 17 The CEO introduced the final accounts for the trading year ending 31 December 2015 and outlined the two minor differences between these accounts and the draft accounts presented to the Board at its last meeting. The annual accounts for 2015 were approved by the Board.

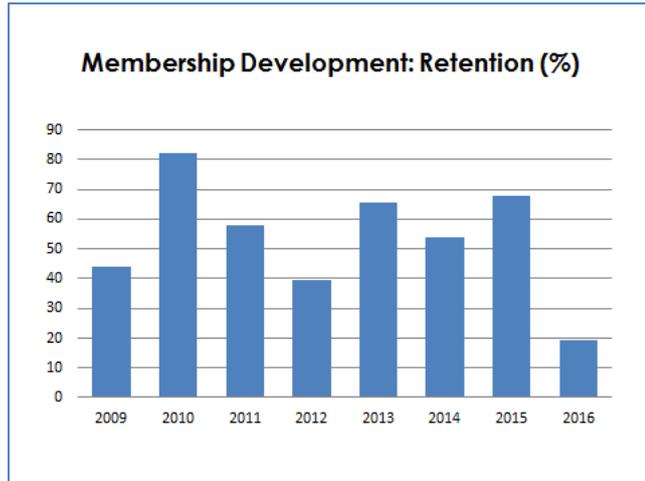
### Corporate Overview: Q1/2016

- 18 The CEO referred to the first quarter 'Corporate Overview' document that had been compiled and circulated with the Board resource pack prior to the meeting. In common with previous Board updates, rather than go through the circulated resource in its entirety, the CEO would present an abbreviated overview of the state of the company.

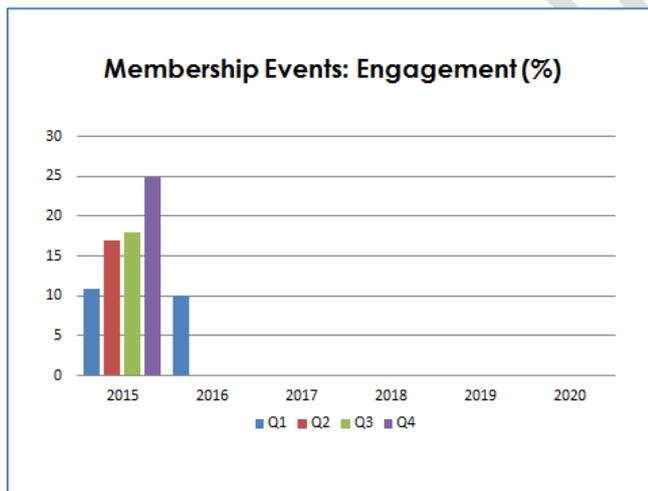


- 19 At 31 March 2016, JS had a total of 7482 members, against 7457 members as at 31 December 2015. The CEO asked the Board to note that for a significant period in January/early February, JS had actually realised a membership in excess of 7500.

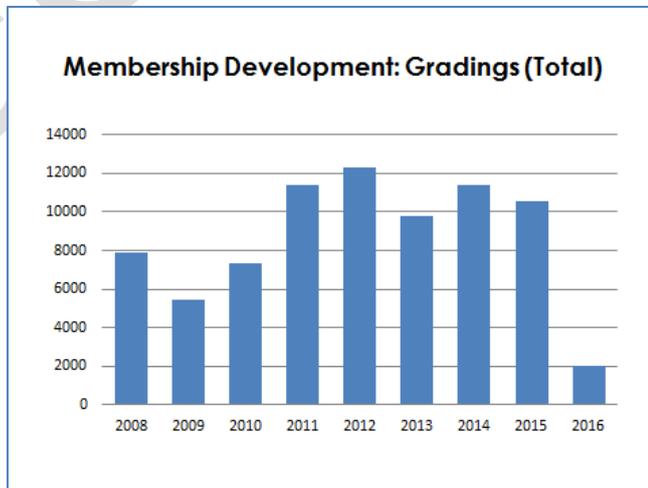
20 Due to the nature of the membership year being a rolling one (rather than a fixed membership year), membership figures changed on a daily basis, taking into account individuals' memberships expiring.



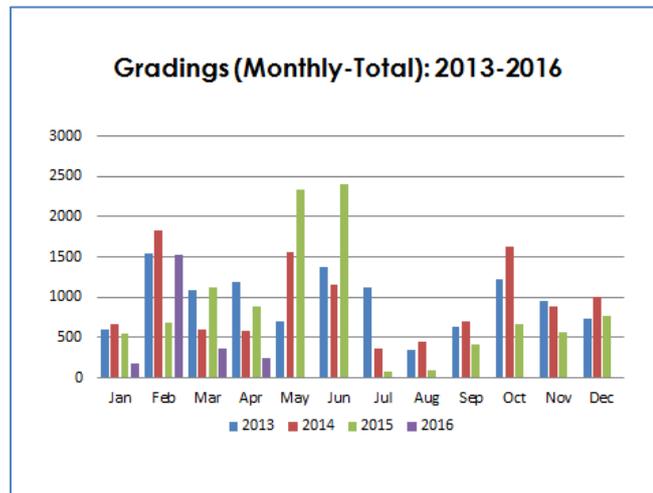
21 Membership retention for the first quarter was 19.18% (against 20.42% at the end of Q1/2015, representing a shortfall of 1.24% (or 92 members).



22 Membership engagement was broadly in line with the same point in 2015 and recognised a membership engagement of 10.09% for Q1/2016.



23 Gradings were significantly down when compared against the same period in 2015 and extended to a shortfall of some 757 individual gradings in Q1/2015.



24 The CEO provided an overview of individual member gradings processed over the first quarter from 2013.

**Q1 Gradings Overview: 2013-2016**

Grade	2013	2014	2015	2016
Kai	789	955	549	705
Mon	2291	1989	1633	1254
Kyu	132	135	57	97
Dan	14	18	25	2

25 Although there were some concerns over the performance (number) of gradings processed for the first quarter of 2016, overall the business was performing well as at 31 March 2016 and was summarised on the slide below.

**Q1/2016 Corporate 'Snapshot'**

Area	'08/'09	31/12/14	31/12/15	Q1/2016
Membership	5,853	7,203	7,457	7,482
Market Share	0.1105%	0.1360%	0.1408%	0.1413%
Retention	43.92%	53.69%	67.68%	19.18%
Engagement	-	-	24.94%	10.09%
Gradings	5,461	11,394	10,550	2,058
Turnover	£448,907	£1,014,351	£938,126	£352,103.25
Reserves	£81,361	£226,998	£227,456	£227,456

26 Leading on from the presentation given earlier by RF, the CEO noted that website visits had increased by 1.76% when compared against Q1/2015.

**Sub-Board Working Groups Implementation (Board Paper: 2016/3/2)**

27 The recommendations within the paper were approved.

**Annual General Meeting (Board Paper: 2016/3/3)**

28 The CEO introduced the annual Board paper drafted to highlight the countdown/significant milestones in the lead-in to the AGM. In particular, the CEO wished to draw the attention of the Board to the year(s) of election of the current Board and their respective years to re-stand/retire. For the forthcoming AGM, the Directors 'on rotation' would be SC and MP.

29 As the AGM would be coinciding with The Gathering this year, MP asked the Board whether everyone would be staying overnight for the event dinner?

**British Judo Association (Update)**

30 The Chair provided a very brief, broad update as to the 2015 European Championships review.

31 The 2016 European Championships had proved to be very successful for BJA, with one Silver medal (Colin Oates), one 5<sup>th</sup> place (Sally Conway) and two 7<sup>th</sup> places attained. These were very good results for the team and bodes well for the future. BJA now has three players ranked in the top 8 in the World.

32 The BJA submission to UK Sport around the Tokyo 2020 investment has been very well received, with very good feedback on the current documentation and in particular the "What It Takes To Win" element of the submission.

**Business Delivery**

**Membership Review: Financial Considerations (Board Paper: 2016/3/4)**

33 The CEO talked to the paper that had been previously circulated. In particular, the CEO stressed that the paper did not make any case not to implement the previously agreed 'Introductory Membership' (4 month complimentary membership), but merely highlighted the potential financial impact of implementing this when compared with other Board decisions.

34 SC highlighted that she was not in favour of the 'Introductory Membership' proposal and wished to know how it would actually work. MP responded by outlining how a similar system was currently running in England.

35 The Chair believed that JS should have an overall review of the cost of memberships/gradings as there had been only one price increase in the last 7 to 8 years. In underlining this, the Chair believed that the Board should look to mitigate risk wherever possible. The Chair also reflected on comments made by the CEO previously in the meeting with regard to the requirement to invest in event/competition-related equipment (i.e. branding; ICT equipment) moving forward and that grading income certainly facilitated this.

36 The Board confirmed that it was happy with the 'risk appetite' for the implementation of the proposed 'Introductory Membership' proposal and noted that a full JS membership would be required prior to an individual taking part in any grading.

**Grading Review: Financial Considerations**

37 This was rolled over to the next Board meeting on 28 June 2016.

**Grand Prix Tender Process (Board Discussion Paper: 2016/3/5)**

38 Due to time-constraints, this item was postponed until the next Board meeting.

**Date of Next Board Meeting**

39 It was hoped to invite the BJA CEO to the meeting and provide some hospitality following the meeting. The Chair also wished the Board to agree to a date change for the next meeting to 28 June 2016.

*Meeting closed at 2155 hours*