

## JudoScotland Board Minutes:

5 December 2017

Ref. 2017/7



**Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 5 December 2017, commencing at 1700 hours.**

Present: Ronnie Saez (Chair); Graham Campbell (GC); Sarah Clark (SC); David Gibson (DG); Marc Preston (MP); Susan Wright (SW).

Apologies: James McBeath (JMB); Bill Berry MBE (Honorary Vice-President).

In Attendance: Douglas Bryce (CEO); Tony Penfold (TP); Ewen Cameron (sportsotland); Jim Feenan and Rick Kenney (Honorary Vice-Presidents); Andrew Scoular and Colin McIver (British Judo Association)

### Welcome and Apologies

- 1 The Chair welcomed those present to the final meeting of the Board for 2017. A warm welcome was also extended to the Honorary Officers in attendance and invited guests from the British Judo Association (BJA).
- 2 Apologies were noted from James McBeath and Sarah Clark, who was making every effort to get through the very heavy Edinburgh traffic that evening.

### Declarations of Interest

- 3 There were no declarations of interest.

### Leadership and Governance

#### Minutes of the Previous Meeting

- 4 Jim Feenan (JF) provided feedback regarding terminology accuracy relating to the Fighting Chance Project (Scotland). The Chair agreed to tidy this up for JF.
- 5 Further to the above amendments, the draft Minutes were approved.
- 6 JF also wished to thank the Chairman for the assistance in drafting a revised Memorandum of Understanding (MoU) between the two respective organisations. JF recognised that there was an outstanding action for him to provide appropriate wording for inclusion in the proposed online opt-in donation on the JudoScotland (JS) website.

### Matters Arising

- 7 The CEO referred to the 'Rolling Actions Register' contained within the Board packs and updated the Board.

### Correspondence

#### Titan Judo Club

- 8 The CEO provided an overview to the item of email correspondence received from Mr McGuinness of Titan Judo.
- 9 As someone that ran a Club, SW offered the view that in a similar situation, she would not be happy either.
- 10 The Chair certainly believed that the situation highlighted within the email extended to an example of poor practice and could certainly understand Mr McGuinness's grievance. The Chair also reflected on the lack of current guidance given to prospective/current member Clubs and questioned whether JS was actually in a position to do anything? The Chair certainly believed that JS required to respond to Mr McGuinness.

*1720 Hours Sarah Clark joined the meeting*

- 11 SW also questioned whether the identified coach on the application form(s) should also be the designated welfare Officer and reflected whether this was actually best practice?

#### Pro Judo (B Club Applications)

- 12 Following input from the BJA representatives, the Chair proposed that the Board request that the Pro Judo application(s) are amended and resubmitted with a different individual (from the identified coach) identified as the Welfare Officer on the application forms. Should this occur, the Board would approve the Club applications either electronically, or at the January 2018 Board meeting.

#### Ultimate Judo (B Club applications)

- 13 The Board approved these applications.

### Corporate Governance Working Group

- 14 GC circulated a redacted version of the Minutes from the last Corporate Governance Working Group (CGWG) and took the meeting through relevant aspects of the paper.

- 15 GC further noted that a previously identified aged debtor had made contact with JudoScotland earlier that day and was seeking a meeting to discuss arranging repayment. At its earlier meeting, the Board had agreed to review progress in this regard at its meeting in January 2018.

#### **CEO Update (2017/7/1)**

- 16 The CEO referred to the previously circulated Update paper (2017/7/1) and sought any questions around its contents.

##### **Staffing**

- 17 Further to the previously circulated written update, the CEO updated the Board to the fact that Mr Thomas (Tam) Brown had now left the organisation by 'mutual agreement'. The CEO wished to place on record his appreciation for the time and commitment to JS displayed by 'Tam' during his time with the organisation.

##### **Recruitment**

- 18 Taking into consideration the draft budget approved by the Board at its previous meeting and the above development, JS would now be recruiting for the following positions early in the New Year:

- 18.1 Membership Events Executive;
- 18.2 Communications and Marketing Executive (Maternity cover for Rosanna Wood) and;
- 18.3 An additional part-time Business Support Team member (15 hours/week, part-time).

##### **Additional Shipping Container**

- 19 In order to ensure appropriate access to Judo mats throughout the prolonged closure/redevelopment of Meadowbank Sports Centre (MSC) Edinburgh, JS was currently investigating the purchase of an additional shipping container to be based within the EICA complex to assist in storing the MSC Judo mats.

##### **2018 Annual General Meeting**

- 20 The Board noted that 'The 2018 Gathering' had been confirmed for the weekend of 29/30 September 2018. Following discussions with the Chairman, it had been agreed to again hold the company Annual General Meeting (AGM) alongside this important event in the JS events calendar.

##### **Business Performance Update**

- 21 Additional to the circulated report, the CEO also provided a brief overview of the organisation as we began to approach the end of the year. Andrew Scouler (AS) reflected on the decreasing trend in membership worldwide within national Judo affiliations and believed that JS appeared to be 'bucking' the trend in this regard.

#### **Business Delivery**

##### **Business Delivery Update**

- 22 TP referred to the Update Paper circulated previously and was happy to answer any questions that there may be on the contents.

- 23 The Chair enquired regarding the integration of the Kai Club/Kai Grading System? TP highlighted that this was really all about trying to overcome the challenges reported from certain Clubs around the administration of the Kai Club and also to support the previous decision by the Board in migrating towards a 3 gradings per year model.

- 24 The Chair was also keen to understand a little more about the reported 'pathway project'. TP referred to the update he provided at the last Board meeting and current work with Euan Burton (EB) and other sportsScotland institute of sport colleagues, looking at: qualities; competencies; and characteristics of developing athletes to begin to provide an evidence base for an aligned player development pathway. An invitation had been circulated for a proposed meeting in January to those coaches with 5 or more athletes on the Talent Development programme. The Chair expressed an interest in attending this meeting.

##### **Visually Impaired Project**

- 25 Further to the contents of that paper, some great stories were emerging from the current Visually Impairment Project in the West, financially supported by the sportsScotland supplementary investment. In particular, the introduction of individual travel plans in relation to attendance with the project and the fact that Judo-related activity was assisting independence within the lives of some of the project participants.

##### **Judo Girls Rock (JGR) Project**

- 26 The national roll-out of this project had now recognised some 36% of JGR project participants coming from the top 5% of SIMD areas within Scotland. This had contributed to a significant increase in under 16 years old female participation and reflected a 10% membership increase within this age group.

##### **Potential Charity Event**

- 27 TP reported on an approach received to stage a charitable tournament within Scotland in 2018. The Chair reflected on a possible link with Mr Simon Goodman and the currently available JS Grand Prix.

- 28 The CEO reminded the Board that it had taken a decision previously not to stage an event in conjunction with the appeal for Stephanie Inglis – but had supported that cause in a different manner. The Chair further believed that with the already congested events calendar – including the four-day European Veteran Tournament in June, he felt that JS had a duty of care not to overwhelm and to support volunteers.

### Scottish Open

- 29 Following questions from Board members, TP reported that a team of 16 from Potsdam (Germany) would be attending the 2018 Scottish Open and that an entry from France had been received earlier that day.
- 30 DG asked regarding Masters entries and TP responded that some 26 entries had been received as of the previous Wednesday.
- 31 Euan Burton (EB) also highlighted that the French Club that would be attending the event also ran the largest Masters tournament in Europe - extending to some 600+ entries – and that they had already extended an invitation for JS/BJA to attend their event to advertise the JS event.

### Event Calendar

- 32 On a different matter, MP asked whether an overview of events/dates could be circulated to Clubs/coaches etc. TP was currently compiling this and agreed to circulate this once finalised.

## Business Support

### Business Support Update

- 33 FMCI provided the Board with a broad overview of the work of the Business Delivery Team in 2017 to date:

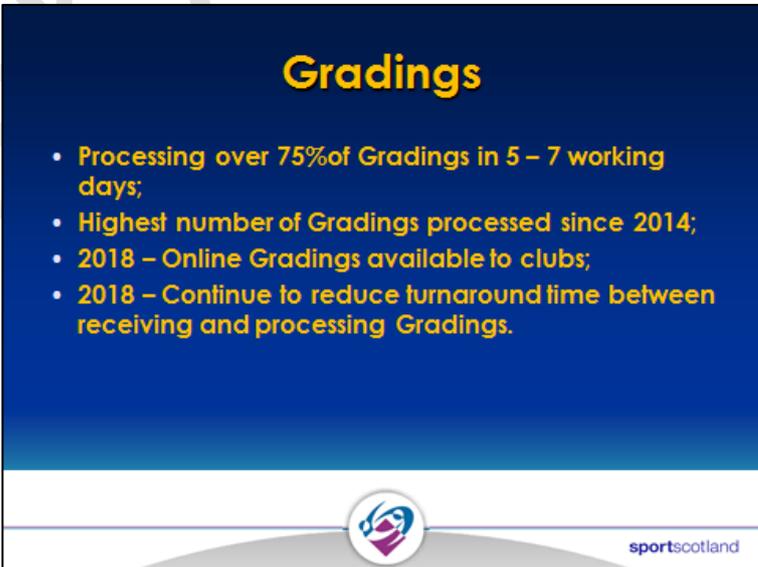


## Membership

- Processing 95% of renewing members on a same day basis;
- Processing new members on a 3 working day basis;
- Availability of online video user guides;
- Highest ever membership and exceeding our sportscotland target;
- 2018 – Update membership forms to accommodate new GDPR regulations;
- 2018 – Database improvements to assist in a simpler process for members.



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## Gradings

- Processing over 75% of Gradings in 5 – 7 working days;
- Highest number of Gradings processed since 2014;
- 2018 – Online Gradings available to clubs;
- 2018 – Continue to reduce turnaround time between receiving and processing Gradings.



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## Communications

- Welcome email to all new members within the first week of joining JudoScotland;
- Quarterly email to all Lapsed Members;
- Monthly Membership Correspondence to all Clubs;
- Quarterly Club newsletter;
- 2018 – Annual Report preparation;
- 2018 – Website updates.



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### Key Policy Documents

- 34 The CEO referred to the Board meeting resource pack and the updated (draft) Key Policy Documents (KPD) contained within. These had been developed and supported by the CGWG previously and approval was now sought from the Board to enact these. The Board approved the revised, draft Key Policy Documents.

### Equality: Annual Update

- 35 FMCI referred to the previously circulated annual equality questionnaire to Board members and thanked those that had completed and returned these.

## Equality

- Equality Working Group (EWG) working towards the Intermediate Level of the Equality Standard;
- Met with Plan4Sport in August and second meeting on Thursday;
- Annual Staff and Board Surveys have been completed and updates with Board Papers;
- Membership - Female participation has continued to grow and is now at a high of 29% of total membership with a total of 169 Registered Members on the Judo Girls Rock initiative;



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## Equality

- Membership – Increase of Equality data collected for all members;
- Development – Launch of VI Pathway Project with the engagement of Sam Ingram as VI Programme Co-ordinator;
- Staff – Equality Workshop for all staff held in September;
- 2018 – Develop reporting of Equality data within database;
- 2018 – Submission of Intermediate Level to Plan4Sport by December 2018.



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### Risk Register

- 36 The CEO introduced a shortened document (as opposed to the full risk register) highlighting only the changes/update to the JS Risk Register. The only new entry was in connection with the forthcoming General Data Protection Regulation (GDPR). DG asked regarding the EICA Lease still being included in the register. The CEO highlighted that although JS had signed the Lease, we had yet to have a signed copy returned from Edinburgh Leisure.

### Performance Development

- 37 The Board noted the Performance Development Update paper.
- 38 EB believed that one of the highlights of 2017 had been the much closer and aligned working than previously, between the various team within JS (Performance Development; Business Delivery and Business Support), which he believed would reap benefits moving forward.
- 39 EB highlighted one example of this whereby for 2018, athletes on the talent development/performance programmes would be 'giving back' to the sport by contributing to the workforce at events – and in particular in officiating at events (where this does not coincide with their respective competition programmes).

### British Judo Association

- 40 AS thanked the Board for its invitation and wanted to share – very broadly – the recent and current work of the BJA Board, its staff and membership.
- 41 There had been a significant focus on governance in and around the BJA – particularly around the new UK Sport Governance code and this would provide the basis for his presentation.

## Governance



- J Hall Review Implementation
- UK Sport Governance Code
- Compliance
  - Board
  - Council
  - Policies and processes
  - Diversity, Equality
  - Engagement
- Board appointments

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## Finance



- Reserves - £187k increase of £13k
- UKS - £8.6 Million over the 4 years
- SportEngland - £4.8 million over 4 years
- Destination Judo - £50k pa 
- British Judo - £1.2m pm
- Lottery – pressure 25% 
- Exchequer Funding under pressure

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### Performance

- 2 World Medals first time in 10 Years
- 2 European Medals
- World number 1 – N Powell
- 3 year in a row we have medalled at World Jnrs
- 5 Year in a row we have medalled at European Jnrs
- VI European Champion

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### Performance

- Full compliment of staff now in place to Tokyo
- Numbers reaching the standard for WCPP increasing
- 19 of the 22 Athletes in either full or part time education
- Welfare and Lifestyle programmes
- Every player has an Individual Programme
- Home Country Talent Programmes aligned
- Developing a stronger culture within the WCPP

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### Participation

	2016	2017	Variance
<b>BJA Membership</b>	43,606	43,931	+285
<b>English Membership</b>	32,324	32,321	-3
<b>Destination@BritishJudo</b>			
Hubs	4	5	+1
Participants	1,348	1620	+282
End of 2017 projections	10 hubs	2,000 Participants	
<b>Gradings (England)</b>	28,418	28,405	-16
<b>Coaches</b>	2,236	2,552	316
Level 4 & 5 Awards	13 BJA Level 4 (Post Graduate Diploma) 3 BJA Level 5 (Masters Degree)		
<b>England Talent Development</b>			
New Structure	Staff 4 Coaches (1 full time 3 part time) 1 Administrator (full time) Area Engagement (Pre-cadet training)		

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## Operations

- G Henderson appointed
- New CRM system
- Membership – moving Customer Service
- Events awarded
  - European Veteran June '18
  - European Open Oct '18
  - Commonwealth Judo Championships '19
  - Bidding for World VI Championships '19

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## Operations

- **Facebook**  
Total Followers: 121,565  
Third highest likes/followers among British Olympic/Paralympic NGBs  
8.8% increase in engagements (ie people interacting with our content) over the last year
- **Twitter**  
Total Followers: 21,266  
Natalie Powell and Nekoda Davis World Bronze Tweets – 385,742 reach and 53722 impressions on Twitter  
13.3% increase in followers over the last year and 41.3% increase in engagements (ie people interacting with our content) over the last year
- **Instagram**  
Total Followers: 5,745  
35.4% increase in followers over the last year  
586.7% increase in followers over the last two years

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## Operations

- **Website**  
Visitors to the website over the last year: 2,392,313  
29.94% increase in visitors to the website
- **Youtube**  
IBSA European Championships – 9978 live viewers of our stream of the competition over three days  
CH4 Paralympics, BPA and IPC all embedded the live stream on their respective websites
- **Broadcast Coverage**  
National TV and Radio coverage and front page of BBC Sport website during 2017 World Championships. BBC Sport also attended the World Championships in Budapest  
BBC Look North using BJA content for broadcast on Chris Skelley IBSA European Championships gold medal  
Sky Sports including studio appearance during Women's Sport Week and post-World Champs feature with Nekoda Davis and Natalie Powell filmed at the Centre of Excellence  
ITV Granada feature on the Livesey sisters in the build-up to the 2017 World Championships  
CNN – feature on Elliot and Max Stewart broadcast on their Judo World programme

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## Future



- Continued Governance Focus
  - Council
  - Areas
- CRM and Digital platforms
- Membership and member engagement
- Destination @British Judo
- Events 2018
- Financial pressures
- Performance results

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42 The Chair thanked AS for his input and work over the last few years in steadying the BJA ship.

43 The Chair reflected that the BJA had experienced a pretty tough 2 to 2.5 year from a corporate and financial perspective. The Chair firmly believed that both the BJA and JS had a marvellous basic product in the sport of Judo. He felt that chairing both the BJA and JS had been really good, along with the accompanied realisation that there was some great passion and fantastic resources in both Scotland and across Great Britain.

### **Date of Next Board Meeting**

44 Prior to the close of the Board meeting, the Chair wished to express his gratitude to Robert Sneddon, a former Board member. To this end, the Chairman made a presentation of a small token of his and the Board's appreciation.

45 The next meeting of the Board would take place on Tuesday 30 January 2018.

*Meeting closed at 1910 hours.*