

## JudoScotland Board Minutes

5 February 2019

Ref. 2019/1



**Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 5 February 2019, commencing at 1900 hours.**

Present: Ronnie Saez (Chair); Mark Brien (MB); Graham Campbell (GC); James McBeath (JMB); Marc Preston (MP); Susan Wright (SW).

Apologies: Sarah Clark (SC); Sandy Hodge (sportscotland).

In Attendance: Douglas Bryce (CEO); Tony Penfold (TP).

### Welcome, Apologies and Declarations of Interest

- 1 The Chair opened the meeting and noted the submitted apologies from SC and SH (sportscotland).
- 2 There were no declarations of interest.

### Leadership and Governance

#### Minutes of the Previous Meeting

##### Board Minutes: 2018/6

- 3 The Minutes were proposed by MB and seconded by MP.

#### Matters Arising

- 4 The CEO referred to the previously circulated 'Rolling Actions Register' and spoke to this document.

##### Chairman: Annual Conversations with Board Members

- 5 The Chair confirmed that this item was migrating towards completion.

##### Club Code of Conduct/Ethics

- 6 The CEO reported that he raised the proposal whilst meeting with BJA last week and although there was overall support for the proposal, it could be fair to say that BJA would welcome a voluntary code rather than anything too prescriptive in nature. This may well be due to BJA work with a number of independent Clubs not currently in membership of BJA.
- 7 Accepting the above, MP believed that the proposal would be welcomed by all Clubs. MB queried that "was the apparent basis for the proposed Club Code not just competition"? The Chair agreed with the point reflected by MB, although did wish to ensure that any competition was fair and did not harm the fabric of the Governing Body, or the external perception of the Sport of Judo. The Chair also reflected that the Clubs were BJA Member Clubs, with BJA qualified coaches.

##### BJA Insurance

- 8 The CEO advised that during a visit to the BJA the previous week, he had been informed that BJA insurance now covered membership including three (3) and four (4) year olds. The CEO asked the Board to note that this was the first time that JS had been advised of this.

##### Digital Platforms

- 9 The CEO provided a brief update on the ongoing development and implementation of the BJA customer relationship management (CRM) database, following a demonstration the previous week. There were still some items to be finalised within the current version of the BJA CRM system. Until these were resolved, any discussions around the linking of the JS and BJA databases would be premature.
- 10 The version demonstrated to the CEO and Head of Business Delivery the previous week had some significant work to do around Club membership, which had been communicated to Clubs via the BJA website earlier in January.

### Correspondence

#### New Club Applications

- 11 Further to prior agreement reached electronically, the Board noted admission to membership for the following Club: Judo Club Esprit – Abertay Judo.

### CEO Update (2019/1/1) and Annual Review

- 12 The CEO referred to the previously circulated Interim Update Paper (2019/1/1).

#### sportscotland Submission

13 The Chair enquired as to the substance of the additional investment submission to sportscotland, contained within the Update Paper. The CEO highlighted that following taking guidance, the submission was in the region of £21-22k and focussed on continuing the work around the Judo Girls Rock (JGR) programme.

#### **Safeguarding and Wellbeing**

14 The CEO distributed a copy of a news article relating to the recent conviction of a Lawn Tennis Association (LTA) coach and believed that such news underlined the decision taken by the Board in late 2018 to appoint a Safeguarding and Wellbeing Executive (part-time).

15 The news article encompassed a number of points within Safeguarding and Wellbeing, including: the role of a Governing Body and; the requirement for appropriate policies (including anti-bullying). Such work was currently being developed by the Business Delivery Team, in partnership with BJA.

#### **Brexit**

16 With the recent, extensive media coverage of the 'Brexit' debates within Westminster Government, the CEO distributed previously received 'technical notes' via the Sport and Recreation Alliance (SRA). With the projected date for the United Kingdom (UK) to leave the European Union (EU) fast approaching, JS were looking at contingencies to ensure continued programme delivery, including (by way of example):

16.1 requesting from our insurers the requirement (or not) for a 'Green Card' for the JS minibus and;

16.2 seeking guidance from DVLA as to the requirement for an International Driver's license for coaching staff.

#### **Finances**

17 The CEO confirmed that the accountant had collected the 'books' for 2018 on Monday, 4 February. The draft management accounts currently reflected a turnover of £985,413, with a surplus of £426. The accountant has given a tentative commitment that the first draft accounts will be available prior to 25 February.

18 Further to approval at the previous Corporate Governance working group (CGWG) meeting, the Business Support Team was now looking to migrate from the current SAGE accounting software system, to the "Xero" system for the 2019 accounts.

#### **Staffing Update**

19 The CEO reported to the Board that Mr Jonathan Imrie had tendered his resignation from the organisation and would be departing in February 2019. There were also currently two (2) live recruitment processes for the following positions: Business Support Team Member and; Communication and Marketing Executive.

#### **Annual Review for 2018**

20 The CEO utilised some pre-prepared slides and provided the Board with an overview as to the performance of JS throughout 2018.

21 It was noted that membership during the period 1<sup>st</sup> January 2015 to 31 December 2018, had reflected a 21.38% increase. The Chair wished to recognise and celebrate the overall upward trends of the JS membership (and grading numbers which were to be reported on later).

22 Furthermore, it was reported that online renewal of memberships were now in 'double figures' per day and that online membership activity during the Christmas closure period occurred every day that the office was closed – with the exception of Christmas Day and New Year's Day.

23 It was noted that grading's during the period 1<sup>st</sup> January 2015 to 31 December 2018, had also seen a 9.76% increase.

24 Some discussion followed around the variation in number of individual grades processed through the office, both over the last 12 months and also the last four (4) years:

	<b>Kai Grade</b>	<b>Mon Grade</b>	<b>Kyu Grade</b>	<b>Dan Grade</b>
<b>2014-2018</b>	(-3.45%)	15.00%	17.23%	81.82%
<b>2017-2018</b>	12.14%	0.093%	11.73%	5.26%

25 The CEO highlighted that a figure of 37.57% was attained in respect of engagement "days" by the close of December 2018, eliciting an actual individual member engagement figure of 25.38%.

26 The Chair believed that the engagement figures were very important to both JS and its members as it effectively reflected what members received for their membership subscriptions and what areas they were effectively 'buying' into.

27 Finally, the corporate performance of JS throughout 2018 was welcomed and was hoped to be a positive indicator in terms of the remaining two (2) years of the current strategic plan and its associated targets. The Chair wished to take the opportunity of relaying his thanks to all the staff and believed that once again the affairs of JS were being well managed and developed.

28 Indeed further to the update provided by the CEO, the Chair wished to positively reflect on the recently staged 2019 Scottish Open Tournament, which had to be closed early due to the number of entries received. The Chair had received very good feedback from the English coaches present as to the staging of the event – including the complimentary tea/coffee for coaches and officials within the competition arena.

- 29 JMB supported this view and believed that the concept lent itself extremely well to informal interaction between the officials and coaches present and potentially diffusing any disagreements over decisions made (or made later in the day). The Chair asked the CEO to pass on his thanks and that of the Board for the staging of the 2019 Scottish Open Tournament.
- 30 MP questioned whether JS could enhance further its engagement figure by recognising and including member Club activities (i.e. 'Rumbles') within its captured figures. Some discussion followed around the current definition used to define an 'engagement activity' and the Board took the view at that time to continue including:
- 30.1 JS staged (i.e. JS office organised) events and;
- 30.2 Events staged within Scotland and supported by JS.
- 31 More generally in terms of events, SW reported that at a BJA National Technical Officials Commission (NTOC) meeting the previous week, the decision had been taken to increase the competitor limit on a mat at competitions from 50 to 75 judoka.

#### Sub-Board Working Groups: Terms of Reference (2019/1/2)

- 32 The Chair introduced the Paper prepared by the CEO and circulated previously. The Board unanimously agreed the draft terms of reference.
- 33 The Chair noted that with the approval of the terms of reference, it was now up to the identified Chairs of each Working group to liaise with its members and to progressing to their first meeting.
- 34 Arising out of the Working Group establishment, JMB requested that a copy of the current strategic plan be circulated to all Board members.

#### Strategic Planning Process: 2012 to 2025

- 35 The CEO reflected back to the initial discussions around the formulation of the new strategic plan at the last Board meeting (November 2018). Further to that meeting, the CEO posed some questions around an initial consultation phase for the new plan, encompassing:

#### Strategic Planning Questions

- What questions would the Board wish answered during the consultation phase?
- Which event(s) to consult at?
  - Board involvement?
  - Staff time?
- Or, specific consultation events?
  - Linked to a review of the Articles?
- What outcomes would the Board like to achieve from a Board/Staff planning session?
  - Timing/Venue?
  - Facilitator?

- 36 From the original questions tabled, the Board discussed that:

#### What questions would the Board wish answered during the consultation phase?

- 37 A position statement should be prepared regarding the current strategy, with goals and achievements highlighted.
- 38 Should the new plan:
- 38.1 promote/foster participation?
- 38.2 gender/equality?
- 38.3 maximise opportunities to engage/develop?
- 39 Should the new strategic plan be:
- 39.1 "zero-based" in approach;
- 39.2 transformational?
- 39.3 refining the existing plan?
- 39.4 Identifying new opportunities (equalities)?
- 40 What will the future of investment be?
- 41 What would members want to see? What do they value?
- 42 Are we doing the right things with our investment?
- 43 What is the sportscotland strategic plan/future agenda?

**Which events to consult at?**

44 Potentially a blend of "Survey Monkey" consultation, alongside some "personal" (i.e. face-to face) consultation.

45 If a specific consultation 'tour' was organised, this could be linked to the review of the Articles of Association.

**Stage Specific Consultation events?**

46 If a specific consultation 'tour' was organised, this could be linked to the review of the Articles of Association.

**What outcomes would the Board like to achieve from a Board/Staff planning session?**

47 Stage a Board and staff event pre-survey monkey and stakeholders

48 The Board asked that the CEO and staff bring questions back to the Board for consideration at their next meeting in April.

**Business Support****Business Support Update Paper (2019/1/3)**

49 The Board noted the Update Paper: 2019/1/3.

**Finance/Bank Authorisation (2019/1/4)**

50 GC introduced the previously circulated Paper for Decision and sought any questions for clarification.

51 There being no questions, the Board approved the Paper.

**Business Delivery****Business Delivery Update: 2019/1/5**

52 TP referred to the Update Paper: 2019/1/5.

53 Arising out of the feedback received from the 2018 'Gathering' event, new continuing professional development opportunities had been developed specifically to address the feedback received.

54 Mr Takafumi Kitahara (SIS Assistant High Performance Coach) had delivered the first 'mini-Gathering' session at the National Training Centre, delivering a session focussing on fundamental skills and explicitly linked to the BJA "What It Takes to Develop" model. This session had been warmly received. Further sessions were already planned utilising the expertise currently available within Scotland.

**Induction Event (National Squads)**

55 TP referred to the recently staged induction day for both athletes and parents of National Squads' members. Feedback to date had identified this as being enjoyable, informative and well-received by both athletes and parents that attended.

**Coach Education**

56 TP asked the Board to note the following update on coach education opportunities:

56.1 The level 1 course being staged on the forthcoming weekend was full;

56.2 The forthcoming level 2 course was already filling up nicely;

56.3 The proposed Level 3 course was eliciting less interest than previous years. Depending on the uptake, JS may delay the commencement of this course.

**Anti-Bullying Policy**

57 TP referred back to the overview provided by the CEO in his update.

58 The BJA child protection document "Safe Landings" references an 'Anti-Bullying Policy' – but neither JS nor the BJA currently have one for members/coaches. JS and BJA are now jointly working on producing a policy.

**Non-Competitive Events/Officials (Female Only) Education**

59 SW commenced on the recent submission to the sportscotland 'Women and Girls' project and in particular to the non-competitive events highlighted in that submission. SW asked whether in the future further training could be given to the girls in the programme – specifically officiating? TP responded that with a 'girls-only' Skill sCool planned, there could certainly be female-only referees and table official's development. Much would rely on the success (or not) of the submission.

**Performance Development****Performance Delivery Update: 2019/1/6**

60 The Board noted the Performance Development Update Paper (2019/1/5). It was agreed that – programme permitting – the National High Performance Coach (NHPC) would attend the next Board meeting.

**British Judo Association**

CRM/Database

61 The Chair referred to the update provided by the CEO and underlined the teething issues with the new BJA CRM database. It was hoped that many of the resolutions would be in place within the next two to three weeks. Underlying this information technology 'challenge' was the fact that the BJA had lost much business information/intelligence with the loss of membership staff on its office migration from Loughborough to Birmingham.

62 MB outlined a recent request from BJA for him to renew his BJA membership. A number of other Board members had received a similar request from BJA.

**Commonwealth Judo Association Championships (26-29 September 2019)**

63 The Chair relayed the outcomes of a recent meeting between BJA and the Commonwealth Judo Association (CJA) over the forthcoming 2019 CJA Championships:

63.1 The Championships would be held at the Wolverhampton University, Walsall Campus;

63.2 The event would be held on a four mat contest area, with seating for one thousand spectators;

63.3 There would be a 'tented village' for warm-up area and catering.

64 Further information would be forthcoming nearer the time.

**Date of Next Board Meeting**

65 The next Board meeting would take place on Tuesday 2 April 2019.

*Meeting closed at 2107 hours.*