

JudoScotland Board Minutes:**29 November 2016****Ref. 2016/8**

Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 29 November 2016, commencing at 1855 hours.

Present: Ronnie Saez (Chair); Sarah Clark (SC); Peter Gardiner (PG); James McBeath (JMB); Marc Preston (MP).
 Apologies: Graham Campbell (GC); Robert Sneddon (RS).
 In Attendance: Douglas Bryce (CEO); Tony Penfold (BDTM); Freda McNulty (LE,BST); Euan Burton (NHPC); Ewen Cameron (EC); Bill Berry MBE (BB); Rick Kenney (RK); Jim Feenan (JF).

Welcome and Apologies

- 1 The Chair welcomed everyone to the last meeting of the Board for 2016 and apologised for the slightly late start to the meeting. In particular, the Chair welcomed the Honorary Officers to the one of their two invited meetings of the year.
- 2 The Chair noted that apologies had been received from Graham Campbell and Robert Sneddon – both apologies due to prior business commitments.

Declarations of Interest

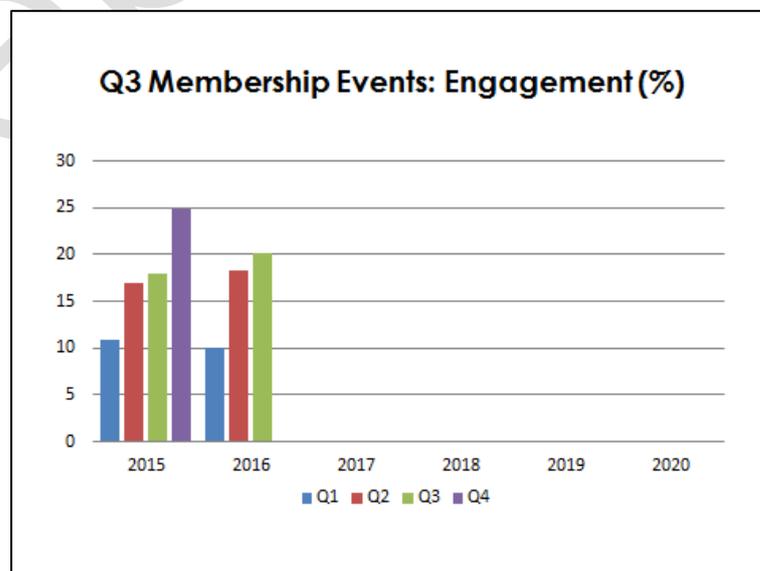
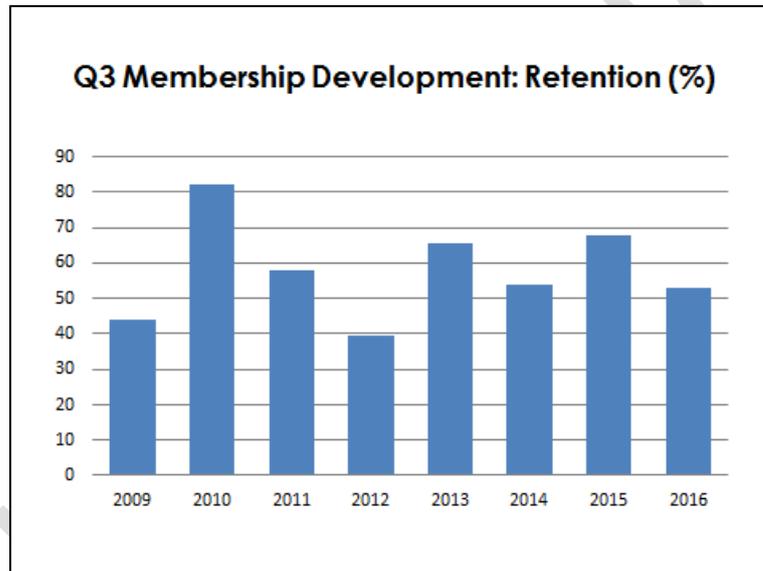
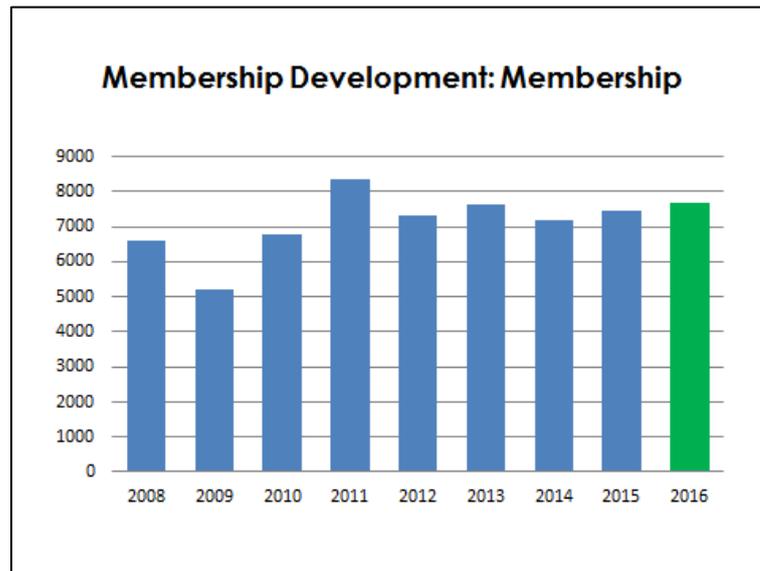
- 3 There were no declarations of interest made by those present.

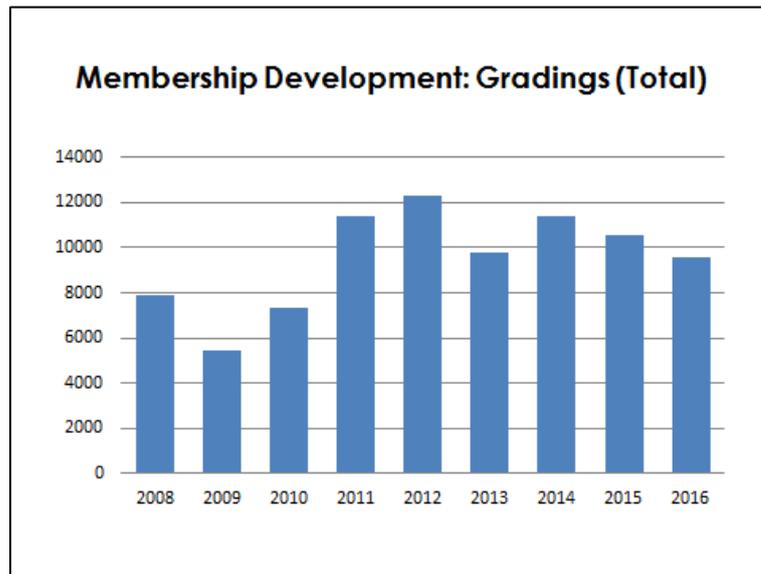
Leadership and Governance**CEO Update (2016/8/1)**

- 4 The CEO referred to a previously circulated update paper (2016/8/1).
- 5 The CEO highlighted the staging of the six-month review meeting with sportscotland on 9 November 2016. The JudoScotland (JS) Partnership Manager – Ewen Cameron – had led this meeting, which had been positive in outcome.
- 6 The CEO also referred to the forthcoming sportscotland/KPMG Corporate Governance Audit (5 to 8 December 2016) and the desire by the auditor to speak with a number of Directors either in person or via telephone as part of the audit.
- 7 Congratulations were offered by the CEO on behalf of JS to James McBeath (JS Board member) and Graeme Maclachlan (Official/volunteer), who were both winners at the recent British Judo Association (BJA) Awards dinner. RK noted that Jim Feenan had been awarded with his BJA Level 4 award at the BJA dinner.
- 8 The office closing dates for the Christmas period were now confirmed as:
 - 8.1 closing at 1600 hours on Wednesday 21 December 2016 and;
 - 8.2 re-opening at 1000 hours on Wednesday 4 January 2017.
- 9 The CEO referred to the recent consultation on the Meadowbank Sports Centre (Edinburgh) re-development and associated indicative timescales associated with this. Current information/plans were enclosed with the CEO update.

Corporate Review: Third Quarter

- 10 The CEO reflected on the cancellation of the October meeting, where the third quarter corporate review would have been presented. It was therefore the notion to present information which encompassed: the third quarter review (to end September 2016); a current update to the position of the company; and provide a broad indication as to the potential position at the end of the trading year.
- 11 The CEO used the following PowerPoint slides to update the Board:





12 The CEO provided a further overview of JS (current) activities, against known information for other Judo Home Nation Governing Bodies.

Risk Register

13 The CEO spoke to the updated Risk Register and noted in particular the following updates:

13.1 page 8, E4: Political – “Potential Second Scottish Independence Referendum”;

13.2 page 8, E5: Political - “The Exit of the United Kingdom (UK) from the European Union (EU)”;

13.3 page 11, O2: Business Process – “Conflict of Interest in Decision Making”.

14 RK believed that the document was very good. The Board noted the update to the Risk Register

Asset Register

15 The CEO spoke to the previously circulated paper concerning the newly drafted Asset Register. The Board noted the new Asset Register, which would be reviewed regularly by the Corporate Governance Working Group (CGWG), alongside the Risk Register. The CGWG would update the Board twice per year regarding any updates.

KPMG Corporate Governance Audit

16 The CEO introduced a communication received from sportscotland (“KPMG development audit programme for Scottish Governing Bodies of Sport, October 2016), around the forthcoming corporate governance audit. This publication outlined the broad process, scope and supporting evidence required to be supplied as part of the audit. This was very much for the information of Board members only, although did link into the next item on the agenda.

sportscotland: SGB Governance Framework

17 EC outlined the recent extended training course that he had attended around corporate governance on behalf of sportscotland. EC had been challenged to commence the Board reflecting on its current governance structures and processes, both in advance of the forthcoming audit process, but also with a view to look towards any continuous professional development needs in 2017 – once the audit report had been received.

18 In terms of a preview to the forthcoming audit process, EC proposed to look at a number of broad questions around governance and to seek the views of the Board as to its current thoughts/views around governance broadly:

The BDTM, LE,BST and NHPC left the meeting.

19 **Question 1: “As a Board, what governance practice do we do well and not so well?”**

19.1 Positives:

Planning; Solid 4 year cycle; Priority setting; Commitment to governance; Oversee/monitor executive; Management systems; Financial control

19.2 Negatives:

Completing tasks; Review of targets; Non-specific roles; More involvement in strategy development

20 **Question 2: “What are the differences between governance and management?”**

20.1 Governance:

Representation; strategic; priority setting; let managers deliver; oversight/delivery; setting direction

20.2 Management:

Good implementing; delivery; operational

21 **Question 3: "What is my/our specific role as a Board Director?"**

21.1 Specific roles identified as: Finance, competition, referee matters

21.2 Additional comments included: possible legal & commercial expertise on the Board; Was there a need for independent directors; Could there be clear portfolios.

The CEO left the meeting.

22 **Question 4: "How effective is my preparation, reading in advance etc. ahead of Board meetings?"**

22.1 Good to excellent;

22.2 seem to know what is being discussed;

22.3 excellent reports from CEO/highly informative

23 **Question 5: What is my specific impact as a director?**

23.1 Direct/indirect;

23.2 approachable;

23.3 accessible;

23.4 good team – but don't know if I make a difference?

23.5 Want to move us forward;

23.6 Want to 'see' contribution;

23.7 High insight to conversion;

23.8 Want to effect change more;

23.9 Role is persuading/influencing;

23.10 pulling in same direction.

24 **Question 6: "What are my clearly defined roles and responsibilities?"**

24.1 Referees (not officially a Board role);

24.2 Competition (not officially a Board role);

25 Additional to the above points, Board members were asked regarding the observations/areas to work on moving forward and elicited the following feedback:

25.1 50%/50% Board equality [currently 86%/14%];

25.2 Work on feedback from 'ground level';

25.3 Maintain engagement with membership;

25.4 Exercise on how we spend money (value for money/maximise income);

25.5 Focussed director roles/lead areas?

25.6 Increased focus on 'customer care' across Board and staff.

The CEO, BDTM, LE, BST and NHPC re-joined the meeting.

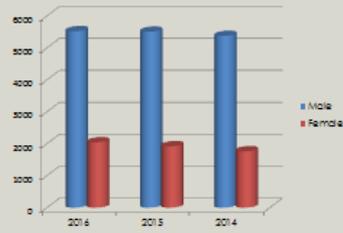
Business Support

Equality Update

26 The LE, BST referred to the annual equality update circulated prior to the meeting with the other Board resources.

27 A broader overview was provided encompassing equality responses over the previous three years of sampling. In particular, the information provided was informing (& being informed) by current JS projects including: Judo Girls Rock'.

Overall Membership



Male to Female member ratio remains steady at 73-75%

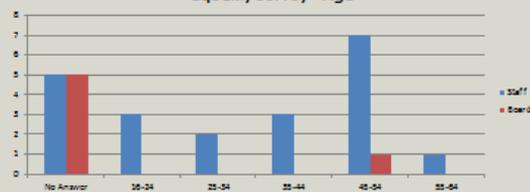
Age Range



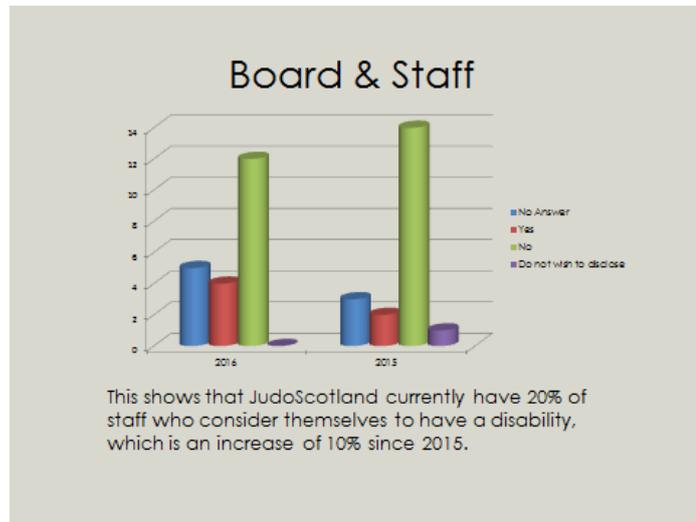
Reflects that current Equality data is taken direct from the member record and not always reliant on a separate form.

Board & Staff

Equality Survey - Age



Board and Staff review is carried out annually in October – the above reflects a diverse age range for JudoScotland staff.



28 PG reflected on the attendance and retention of girls at his Club, when there was a female coach providing the coaching. Indeed in some Clubs run in this manner there are more girls than boys in attendance.

29 The diverse age range of the JS staff was recognised (as a positive) alongside the fact that 20% of current JS staff now believe that they have a disability/impairment. It was further noted that Board members would be offered the opportunity to attend 'equality training' in 2017, via the sportscotland learning and development programme.

Business Delivery

Business Delivery Update

30 The BDTM opened by reflecting on some of the major challenges experienced during 2016, including:

30.1 the loss of a member of the Delivery Team back to academia and;

30.2 the experience of the very real impact of a member of staff being off sick for an extended period of time.

31 Taking the above into consideration, there were still a significant number of notable achievements attained by JS, which were highlighted using a number of PowerPoint slides.



Business Area	Mission
Membership Development	To provide frameworks, opportunities and support for member Clubs to provide comprehensive programmes for the effective delivery of Judo-in-Scotland.
Membership Events	To deliver a range of events (both competitive and non-competitive) to provide relevant opportunities for individual members and member Clubs
People Development	To provide a suitably qualified and experienced workforce that supports the holistic development of all our members.



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sportscotland Annual Targets 2016/17	TARGET	RAG Rating
	Deliver CPD to 300 coaches by March 2017	283
	UKCC Level 3 Qualification to be endorsed and launched with 12 candidates registered and commenced by 31 March 2017	✓
	Establish a minimum workforce of 1 x Level 2 (or above) and 1 x Level 1 accredited coaches in 76% of all affiliated clubs (currently at 73%)	88%
	Increase membership by 8% from the 2014 baseline of 7,023 to 7680 by December 2016	7696



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32 PG asked what two or three priorities TP might wish to concentrate on for 2017? TP believed that (broadly) the following would be appropriate areas:

- 32.1 An additional membership resource for the JS over 8 members;
- 32.2 Further development of events and how this links to a pathway in judo for young judoka/aspirant athletes and;

32.3 The development of the Events workforce to implement (40.2 above).

Performance Development

Performance Development Update

- 33 EB reflected on some of the headline achievements by the performance development programme over the last six months, including:
- 33.1 Sally Conway's Olympic medal;
 - 33.2 Neil Macdonald's Junior European Championship medal and;
 - 33.3 the fact that three junior athletes had won medals on the senior IJF tour.
- 34 With the change of focus for the programme following the 2016 Rio Games, there had been some organic changes to the programme and its delivery. This was partly due to the lack of numbers of athletes graduating from the talent Development programme at 16 years old and not fully ready to engage in the Transition or Senior programme.
- 35 In terms of the Transition programme, there had been some fairly significant changes to the programme – and indeed how programmes like this have traditionally been delivered. In order to look to combining both athletic and work/academic endeavours, training in the mornings from 0700 hours had been commenced from 1 October 2016. Early feedback from athletes attending had been positive. Further changes based on this athlete feedback will be instigated in early 2017.
- 36 A different approach to physiotherapy support had also been implemented, utilising three regional provision centres, where athletes could access treatment as locally as possible to them.
- 37 Overall, there would certainly be a focus moving forward of growing the National Squad programme and also of communicating better (both internally and externally) regarding all the Performance Development programmes.

Chairman Update

- 38 The Chair reflected on the information presented during the meeting and also during the year and believed that there was some really good highlights for JS to reflect upon over the Christmas period, including (though not exclusively):
- 38.1 Sally Conway's Olympic medal;
 - 38.2 the Events delivery-side of JS, including the 2016 British Master's and Minor's Tournament and;
 - 38.3 the 2016 European Open.
- 39 JS had increased its membership once more, had increased its market penetration and retained its reputation with its major stakeholders – including sportscotland, the national agency for sport.
- 40 The Chair wished to take this opportunity to thank the JS staff team, the valued JS volunteers and finally the Board members and Honorary Officers for their work and support throughout 2016.

Date of Next Board Meeting

- 41 The next scheduled meeting of the Board is due to take place on Tuesday 24 January 2017.

Meeting closed at 2200 hours.