

JudoScotland Board Minutes

30 January 2018

Ref. 2018/1



Notes of the Closed Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 30 January 2018, commencing at 1830 hours.

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

Apologies: None

In Attendance: Douglas Bryce (CEO); Ewen Cameron (sportsotland).

Welcome and Apologies

1 The Chair welcomed everyone to the first JudoScotland (JS) Board meeting of 2018. It was relayed to the Board that JMB had called earlier to notify the Chairman of his potential delay in arriving due to a suspected road accident.

Declarations of Interest

2 There were no declarations of interest.

Leadership and Governance

Minutes of the Previous Meeting

Board Minutes: 2017/7/A

3 These were proposed by MP and seconded by SW.

Board Minutes: 2017/7

4 These were proposed by DG and seconded by GC.

Matters Arising

5 The CEO referred to the previously circulated 'Rolling Actions Register' and provided an update against this document.

6 The Board noted that:

- 6.1 The 2018 budget would be loaded into the SAGE accounting software once the accountant had closed the books for 2017. This was expected to occur on Friday 2 February;
- 6.2 No communication had been received from 'Pro-Judo' with regard to the proposed amendment of their declared Club Welfare Officer;
- 6.3 The Chair highlighted that the first 'annual conversation' with a Board members had taken place and that he would be continuing with these. It was also noted that the proposed re-implementation of the sub-Board Working Groups was linked to this piece of work;
- 6.4 The Board were keen to go out to tender again for an additional Grand Prix event in late 2018.

Correspondence

7 Prior to the consideration of JS Member Club applications, SW and DG wished to declare an interest in respect of two Clubs being considered.

8 The following Club applications were approved by the Board:

- 8.1 Carnegie Judo Club – Carnegie Primary School;
- 8.2 Carnegie Judo Club – Lynburn Primary School;
- 8.3 Clyde – Erskine (Parkmains High School);
- 8.4 Tanoshii Judo – Dalry;
- 8.5 Randori Judo – Gorebridge Leisure Centre;
- 8.6 Randori Judo – Wellbeing Lab;
- 8.7 Saltire Judo – Newbattle High School;
- 8.8 Infin8Judo – Newbattle High School.

9 The Board further noted correspondence relating to updated Club officials information received from Stornoway Judo Club.

CEO Update

10 The CEO referred to the previously circulated Update Paper (2018/1/1).

sportscotland

11 The CEO highlighted that the sportscotland Board were due to sign-off on investment into Scottish Governing Bodies (SGB) at its meeting on 28 February. To date there had been no indications of any deviation from our understanding of proposed levels of investment. Indeed the position of Lottery income to sportscotland had stabilised somewhat and the Scottish Government had agreed to underwrite any potential Lottery shortfall.

12 EC offered the view that he believed that some cuts would apply to some SGB's in the forthcoming year, with potentially further reductions in investment in the following financial year. In terms of lottery income (and associated expenditure), the general public were playing 'Euro Millions' and 'Scratch Card'-type programmes rather than the National Lottery – which was having a negative financial impact on sportscotland funds and therefore distribution.

13 Following questioning from the Chair, EC confirmed that sportscotland had seen a circa £10 Million reduction in Lottery income over the previous year. EC also confirmed that this represented circa 25% of sportscotland's expenditure/investment. It was also highlighted that sportscotland had not passed previous cuts onto SGB's for some considerable time. Along the Lottery theme of questioning, EC informed the board that the Lottery license was up for re-tender in 2019.

2018 Scottish Open Judo Tournament

14 The CEO reflected on the recent event and wished to take the opportunity to thank both the professional staff and volunteers involved in staging the event. As always, a review of the event was currently being conducted and if any Board member had been present at the event, their views/feedback would be welcomed and could be forwarded to either the CEO or Head of Business Delivery.

15 Board members offered some initial feedback:

15.1 MP believed that the event was the strongest that JS had ever run – a real success for all involved either organising, officiating or competing;

15.2 DG believed that there were problems with the warm-up area and communication of forthcoming weight categories;

15.3 There was a feeling that perhaps the upstairs seating could be filled first in terms of spectators;

15.4 JMB stated that the 1x1 metre mat should have been 1 metre further away from the tables;

15.5 Appreciating the number of television screen with the running orders on them, SW fed back that the top question to the control table throughout the day was still "when am I on"?

15.6 JMB believed that numbers had been quite tight for Officials at the event, however SW referred to the new-system competition system being used and that this did not need as many Officials.

16 The Chair after speaking with some coaches from England, fed back on the possibility/request to stage the 2019 Scottish Open, Masters and Cadet on the same weekend?

17 To bring the discussion to a close, the Chair agreed with MP that – with thanks to both the professional staff and JS Officials and volunteers – the Tournament was at least as good, if not better than others that JS members go to.

2018 Draft Programme

18 The CEO circulated and introduced a draft planning sheet for JS events throughout 2018. Accepting that there would be additions and alterations to the document as the year progressed, it did provide an initial reference point for Board members to plan potential attendance at JS events across the year.

Grand Prix Event

19 With the review of the circulated draft events calendar, some further discussion ensued around the potential options of JS staging, or re-tendering, for the vacant Grand Prix event.

20 The Board asked that the Business Delivery Team (BDT) look to retender for the vacant Grand Prix opportunity on either 20/21 October or 27/28 October 2018 (in the first instance) – with the date reverting in 2019 to the original delivery windows advertised in the Grand Prix Tender.

Corporate Review: 2017

21 The CEO distributed a pre-prepared hand-out and spoke to this to review the trading year to 31 December 2017. He believed that there were many things to celebrate, some things to review/investigate further and the potential for some challenging financial aspects to the year.

22 As previously reported to Board, for much of the year the total membership figures were strong, particularly when compared against the previously agreed membership targets for 2018 and 2019.

23 The CEO asked the Board to note that the actual membership figure as of close of business on Tuesday 30 January was 8,826.

24 Membership retention for the full year looked exceedingly good – although Board members should note that the 2017 figure contained renewing members for both annual membership renewals and; renewing (upgrading) of individuals provisional, complementary membership.

- 25 Grading figures for 2017 also looked positive, when compared to targets for 2018 and 2019. Indeed the 2017 processed Grading figure was the second highest recorded figure since current records began in 2008/2009.
- 26 Breaking down the grading figure to specific membership areas, the following was observed:
- 26.1 Kai gradings (under 8 members) fell by 7.04% against 2016 and;
- 26.2 Mon gradings (Junior members) increased by 22.14% against 2016.
- 27 Reviewing the Senior grades, the following was also observed:
- 27.1 Kyu gradings increased 26.2% (against 2016) and;
- 27.2 Dan gradings also increased by 280% (also against 2016).
- 28 Taking into account all gradings processed by JS in 2017, a 'grading: membership' ratio of 139.5% was reached. Although this reflected a global 'grading: membership' ration, when reviewed further:
- 28.1 Kai members produced a ratio of 133% (i.e. each Kai member graded 1.3 times on average in 2017) and;
- 28.2 Junior members produced a ratio of 185% (i.e. each Mon member graded approximately 1.8 times on average in 2017).
- 29 Subsequent work is currently being carried out to look at this information on a Club by Club basis.
- 30 The CEO highlighted that although the overall (i.e. yearly) engagement figure had actually dropped by the end of the trading year, the actual numbers of members engaged had actually increased due to the increase in overall membership.

	2015	2016	2017
Membership at 31/12	7,457	7,619	8,690
Engagement (%)	24.94%	22.17%	22.00%
Actual Membership Engaged	1,859	1,689	1,911

- 31 Therefore, in 2017, JS engaged 1,911 individual members in 2,504 individual (unique) sessions/occasions. This represented the highest level of engagement of individual members (excluding gradings) since monitoring had begun in 2015.
- 32 Recognising the extent of information presented, the CEO referred back to the regular 'Snapshot' table that had been used for reporting purposes throughout 2016 and 2017.
- 33 Whereas there were many positive aspects to the trading year (2017), the CEO asked the Board to recognise the impact that the reduction in sportscotland investment and also the reduction in membership income – due to implementing the complimentary membership scheme - had had on turnover.
- 34 Although the reduction in membership income may be viewed as an item of deferred income, the reality was that both these items would contribute to an increased financial loss for the 2017 trading year.

Financial Procedures Manual (Review)

- 35 The Treasurer (GC) introduced the annual review of the Financial Procedures manual and the associated levels of authority for expenditure. GC reflected that the manual was for all staff and Directors
- 36 There were some very minor changes to the manual for the forthcoming year – but GC assured the Board that any item of expenditure over £10K still required to come to the Board for approval.
- 37 The Board approved the revised Financial Procedures Manual.

Aged Debtors

- 38 The Treasurer introduced this item relating to one former athlete (Connie Ramsay) and one Scottish Governing Body of Sport (Basketball Scotland).
- 39 Although there were some encouraging signs, GC felt that JS was at the stage of final measure with both parties. Should payment not be forthcoming, GC was looking for the Board to approve formal steps to recover the monies owed.
- 40 The Board approved the notion to adopt more formal measures should this be required and delegated the authority to recover any monies to the Corporate Governance Working Group (CGWG).

Historical Child Abuse Allegation

The Chairman has determined that this item is confidential in nature.

Independent Director

- 41 The Chair reviewed the historical aspects of this agenda item and referred back to the last KPMG Corporate Governance audit, conducted in behalf of sportscotland. The Chair sought the Board's permission to re-institute the recruitment process for an independent director in the first instance.

- 42 The Chair further counselled that the Board should look at one appointment in 2018 and a second one in 2019 – thus ensuring that both independent directors did not stand down at the same annual general meeting moving forward.
- 43 EC enquired regarding an appropriate job description. Was the Board looking for a Commercial Director, or a Marketing Director? EC further informed the Board that he had a contact that may be able to assist with the recruitment and/or placement of an individual (free of charge).

National Judo Academy Limited

- 44 The Chair referred to the previously circulated Discussion Paper of the future of the National Judo Academy (NJA).
- 45 It was recognised that in its current form, the NJA was of no real benefit to JS and it was proposed that the Corporate Governance Working Group (CGWG) review options open to JS (with regards to the NJA) and to bring forward a paper for decision at a future date.

Business Delivery

Business Delivery Update

- 46 The Board noted the Update Paper.

Business Support

Business Support Update

- 47 The Board noted the Update Paper.

GDPR Implementation

- 48 The CEO asked the Board to note the work being done around the implementation of the General Data Protection Regulation (GDPR) and that there will be work from a small working group being brought to the Board in March for its consideration and approval.
- 49 GC reinforced the importance of this piece of work and the responsibilities of the Board – individually and collectively – in terms of agreeing and ensuring the implementation of the GDPR, to ensure legal compliance.

Staffing: Recruitment Update

- 50 The CEO asked the Board to note the current advertisements for positions available with JS.
- 51 Through discussions with the Chairman it had been agreed that:
- 51.1 The Chair would represent the Board on the interview panel for the 'Membership Events Executive' and that;
- 51.2 The remaining 2 recruitments would take place without a Board member on the interview panel.

Performance Development

Performance Delivery Update

- 52 The Board noted the Update Paper.

British Judo Association

- 53 The Chair noted that GC now sat on the BJA Board representing the interests of JS.
- 54 From a business perspective, the budget had been finalised for 2018/2019, bolstered by favourable income projections from 'Destination @ British Judo'.
- 55 There was a concerted piece of action being led by Colin McIver in liaising with private judo providers and looking to bring them into the wider British Judo family. Linked to this, sports participation (and membership) rates continued to rise – bolstered significantly by increases in the JS membership figure.
- 56 From a performance perspective, 2017 was a successful year, with all BJA high performance targets being attained. Supporting this was a significant piece of work being led by UK Sport looking at the culture within high performance environments – including Judo – and improvements in this area to further support the performance plan.
- 57 Also linked to the work of UK Sport, the BJA corporate governance action plan had been agreed and was now being implemented.

Date of Next Board Meeting

- 58 The next Board meeting would take place on 13 March 2018.