

JudoScotland Board Minutes

27 November 2018

Ref. 2018/6



Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 27 November 2018, commencing at 1630 hours.

Present: Ronnie Saez (Chair); Mark Brien (MB); Graham Campbell (GC); Sarah Clark (SC); Marc Preston (MP); Susan Wright (SW).
 Apologies: James McBeath (JMB); Euan Burton (Institute).
 In Attendance: Douglas Bryce (CEO); Tony Penfold (TP); Freda McInulty (FMcl); Sandy Hodge (sportsotland).

Welcome and Apologies

- 1 The Chair opened the meeting and noted the apologies from James McBeath (JMB) due to work commitments and Euan Burton (EB), due to his attendance at the UK Sport High Performance Conference.
- 2 A welcome was extended to new Board member Mark Brien (MB) and to Sandy Hodge (SH), who was attending his first meeting in his new role as sportsotland Partnership Manager for JudoScotland.
- 3 Finally, the Chair reported that Sarah Clark had indicated that she might be a few minutes late.

Declarations of Interest

- 4 MP declared an interest in one item of correspondence, concerning a new Club application (Destination Judo).
- 5 There were no other declarations of interest.

Leadership and Governance

Minutes of the Previous Meeting

Board Minutes: 2018/5

- 6 The Minutes were proposed by SW and seconded by MP.

Matters Arising

- 7 The CEO provided an updated 'Rolling Actions Register' and spoke to this document.

Safeguarding and Wellbeing

- 8 The Chair confirmed that he had spoken with the Chairman of the Disciplinary Panel (the Panel) around his thoughts/feedback and had relayed the Board's view that this had been an unsatisfactory response. From the feedback received from the Panel Chair, it appeared that his subsequent comments were wholly based on conflicting testimonies received during the investigative process conducted by the Panel.

Chairman: Annual Conversations with Board Members

- 9 The Chair confirmed that four conversations had taken place with a further two still to be completed. This would be done prior to the Christmas break.

Correspondence

New Club Applications

- 10 Further to prior agreement reached electronically, the Board noted admission to membership for the following Club: Destination Judo @ Oakley Campus

Letter of Complaint

- 11 The CEO provided some background to the email correspondence received from a JS member, with regards to another member. The Chair took the view that the content of the correspondence should be investigated as he believed that it highlighted behaviour(s) below that expected of a JS member.
- 12 Following some discussion around where the alleged behaviours manifested themselves – in particular at a National Grading and a Sports Hub meeting in front of other sports people – the Chair asked that JS invoke its complaints procedure as the view could be taken that the alleged behaviour(s) brought the sport into disrepute.

Election of a Vice Chairman

- 13 The Chair noted that the Board required to elect a Vice-Chair following its annual general meeting (AGM). MP had now fulfilled the Vice-Chair role for a number of years and, unless there were any other Directors wishing to propose themselves, the Chair would like to reappoint MP for a further year.

14 GC supported the nomination and the Board supported the motion unanimously.

CEO Update: 2018/6/1

15 The CEO referred to the previously circulated Interim Update Paper (2018/6/1).

Staffing

16 The CEO reflected on some significant staffing changes throughout 2018, including marriages, families being started and also extended. Against this positive backdrop, there were also some staffing challenges of both a business and personal nature throughout the year. As was highlighted, Scottish Governing Bodies of Sport (SGB) – including JS - are 'delicate little things' at the best of times and staffing challenges can and do have significant impacts on the business.

17 Following an open re-advertisement for the vacant Business Support Team (BST) role, Mr Callum McEwan commenced working with JS on Monday 17 September.

The Gathering (2018)

18 Of particular note since the last Board meeting was the staging of 'The Gathering' for 2018. This involved considerable input and support across the organisation and in 2018 delivered:

18.1 Seven (7) separate events, staged over 2 days and one evening;

18.2 Approximately 16+ hours of training, personal development and membership service;

18.3 To 200+ members/participants, including representatives from: the British Judo Association (BJA); the European Judo Union (EJU); and the International Judo Federation (IJF).

19 The CEO then referred to the more recently circulated Update Paper (2018/6/1).

sportscotland Partnership Manager

20 The CEO welcomed the new sportscotland Partnership Manager - Mr Sandy Hodge – to his first Board meeting

sportscotland Quadrennial Review (5 November 2018)

21 The CEO introduced copies of the resource used to support the JS contribution to this review meeting, which took place on Monday 5 November 2018. JS had been represented by: the Chief Executive Officer; Head of Business Delivery; Lead Executive, Business Support Team; National High Performance Coach; and Vice-Chair. It was believed that this meeting portrayed JS in a very positive light.

Board Meeting Dates for 2019

22 The CEO asked the Board to note the draft Board meeting dates circulated within the CEO Update Paper and feedback any concerns around specific dates if required.

BJA Data Sharing Agreement

23 The CEO asked the Board to note that – in accordance with GDPR regulations – JS now had a 'Data Sharing Agreement' with the BJA.

A Final Corporate "Thank You" for 2018

24 Finally, the CEO wished to place on record his thanks to the Board and professional staff for their work and commitment to the business throughout 2018.

25 The Chair wished to echo the thanks of the CEO towards the staff for 2018. The quality of effort that staff had put in over the year and then adopting additional duties at the 2018 European Veteran's Tournament, The Gathering and a European Open event, was event management of the very highest standard. The presentation of the Scottish Age Bands event should also be congratulated as this was also of the very highest calibre – possible the best presented domestic event in the United Kingdom.

Third Quarter Corporate Overview

26 Using the sportscotland Quadrennial Review (see point 21 above) as a starting point, the CEO referred to the previously circulated copies of the resource used at that meeting and in particular the page highlighting the achievements of JS within its current plan, which were the figures as at the end of the third quarter, 2018.

27 The CEO presented an updated chart providing a more current overview of the business at – wherever possible – the previous Friday, 23 November 2018.

28 Although membership figures continued to be at a level in advance of predictions, it was noted that at that time, the processing of grading's was not growing as predicted and was currently down against the previous year (2017) figures, as at the end of November. That said there were a number of grading's expected to be delivered to the office over the following two weeks leading up to Christmas.

29 With the current reduction in the number of processed gradings, combined with the reduction in sportscotland investment, the CEO highlighted that overall turnover for 2018 may well be lower than 2017.

Business Delivery

Business Delivery Update: 2018/6/5

30 TP referred to the Business Delivery Team Update Paper and asked whether there were any questions around the paper.

Event Entry Numbers

- 31 Following a request from the Chairman, TP had highlighted the breakdown of the entry for the JS National Championships, which had resulted in an overall observed decline in numbers of the lower age group(s) within the Mini Mon and Age Bands events (age band "AA" and "A"). TP questioned whether one contributing factor to this drop was where individuals were engaging more in 'Skill sCool' and/or Club-staged events?
- 32 The Chair reflected that the "A" Band numbers appeared to be particularly light. He also noted that a number of players (Juniors) from the JS performance programme did not compete at the recent Age Band Tournament.
- 33 SW queried whether you could stage a Senior and Masters event(s) together, rather than "AA" category at National (JS) events.

End of 2018

- 34 Following the lead from the CEO and Chair, TP also wished to reflect positively on 2018, with engagement with Clubs and coaches much better, happening more often and were more varied throughout the year.

Safeguarding Standards: Annual Update (2018/6/6)

Safeguarding and Wellbeing Executive

- 35 TP referred to the update provided by the CEO previously in the meeting. TP believed that JS had received a good response to the advert for the Safeguarding and Wellbeing Executive (SWE) role (5 applications received), of which 3 were invited for interview and 2 actually interviewed. TP also believed that the successful candidate had interviewed really well.

Revised Safeguarding and Wellbeing Standards

- 36 TP referred to the circulated Update Paper and highlighted the circa 84% compliance rate with the revised Standards at the current time. The Update Paper had highlighted the work identified to enhance compliance further, including:
- 36.1 an anti-bullying policy (JS has one for staff – but not for the Sport more widely) and;
- 36.2 the introduction of an induction pack for National Squads.
- 37 Sandy Hodge (SH) believed that JS were one of the SGB's leading in this particular area. TP reported that he had been approached by Children 1st and asked for permission to use a JS example for their 'best practice guide'.
- 38 The Chairman wished to pass on his congratulations onto the Business Delivery Team.

Corporate Governance Working Group

- 39 The Treasurer (GC) reported from a meeting of the Corporate Governance Working Group (CGWG) staged earlier that afternoon. Notes from that meeting would be circulated at a later date.
- 40 There were two specific points from the CGWG meeting that GC wished the Board to approve/note:
- 40.1 To investigate the setting up of a Charitable enterprise to sit alongside the JS parent company and;
- 40.2 An additional staff procedure ('Key Policy Document') encompassing 'Winter Weather' arrangements.
- 41 The Board approved the Key Policy Document: Winter Weather.

Draft Budget – 2019: 2018/6/2

- 42 GC introduced the draft budget for 2019, which had been discussed at the CGWG meeting earlier that afternoon and which was contained within Board Paper: 2018/6/2. GC highlighted that the budget looked to be balanced at the present time – dependent upon the level of sportscotland investment. The Board noted the draft 2019 budget.

Sub-Board Working Groups: 2018/6/3

- 43 The Chair thanked the CEO for the preparation of the Paper relating to the creation of a number of sub-Board Working Groups. It was recognised that the delay in getting these proposals underway stemmed from the delay in finalising the Board members 'annual conversations'.
- 44 The Chair proposed that the current Corporate Governance Working Group (CGWG) will continue under the chairmanship of the Treasurer, although it may review its membership. The Chair then recommended the following sub-Board Working Groups:

Working Group	Chair	Board Membership	Staff Membership
Corporate Governance	Graham Campbell	Ronnie Saez	CEO; Freda McNulty; Tony Penfold
Business Delivery	James McBeath	Mark Brien; Susan Wright	Tony Penfold
Performance Development	Sarah Clark	Marc Preston; Ronnie Saez	Euan Burton; Gary Edwards

- 45 The Chair asked that the CEO prepare draft 'Terms of Reference' for the sub-Board Working Groups for the February (2019) Board meeting.

Risk Register: Annual Review

- 46 The CEO introduced the updated Risk Register, which had been considered by the CGWG earlier that afternoon. The Board were reminded that this was a standing item on the Board agenda for two meetings per year – this being the annual review/update of the Risk Register. It was highlighted that with a previous Board decision, the National Training Centre (NTC) was now incorporated under JudoScotland – as opposed to a separate company - and that this had meant the addition of the NTC into the JS Risk Register.
- 47 Although JS received no direct money from the European Union (EU), 'Brexit' was still perceived to be a potentially significant risk to JS as the number of members - or members' parents/guardians – whose employment was EU-related or EU finance-related was unknown.
- 48 Finally, the appointment of a Safeguarding and Wellbeing Executive (SWE) had added to the positive action(s) taken within this important sphere of operations. The Chair highlighted the increase in historical child abuse allegations received by the BJA and the importance of this particular appointment in addressing such complaints.

Strategic Planning Process: 2021+

- 49 The CEO referred back to the quadrennial review with sportscotland earlier in the month, where some of the questioning received revolved around the proposed planning process for the next JS strategic plan. To that end, the CEO provided a broad overview of the timescales associated with the potential production of the next strategic plan, extending to only some:
- 49.1 20 to 21 months prior to JS having to submit a document to sportscotland for potential investment support, incorporating;
- 49.2 7 trading 'quarters' of activity and;
- 49.3 11 to 12 Board meetings from 1 January 2019.
- 50 The CEO was looking for initial input from the Board with regards to the potential process of creating the new plan (as opposed to specific content) at this stage. Some free flowing discussion around the Board elicited the following, initial feedback for creating the new strategy, including (in no particular order of importance):

How to involve Clubs?	What to have in the planning process?	To review the previous plan?	To look at BJJ and other sports?
To have stands at competitions?	Incorporate 'talking walls'?	The Board wanted a strategy that people can engage with and sign up to?	Innovative content/funding?
Innovation?	How does JS engage?	Stage a staff and Board event? To include partners? To include high profile volunteers?	To include externals?
Equalities?	SIMD Areas?	Commonwealth Games 2022 (2026 & 2030)?	JS Charitable arm?
How do we deliver?	Schools?	Engage: coaches; Members; Parents; Others?	To present consultation outcomes by late 2019?
Sign off plan at 2019 AGM?	Submit to sportscotland in early September?	Have Strategic Plan planning as a standing Board agenda item from February 2019?	

Business Support

Business Support Update: 2018/6/4

- 51 The Board noted the Business Support Update Paper (2018/6/4).

Staffing

- 52 FMCI wished to recognise the recent staffing challenges within the Business Support Team (BST) and to extend her thanks to those BST members that had 'filled in' where necessary – genuinely above and beyond the call of duty in some cases. Cover for the next 4 months within Performance Support would be provided by Mr James O'Sullivan, who would be starting with JS on Monday 3 December.

Membership and Grading

- 53 FMCI referred to the current JS membership figure, which was eliciting some concern. Membership figures always dipped slightly over the summer period (June – August) – however this period appeared to be somewhat extended this year. The Chair noted that speaking with other HNGB's, there appeared to be a general reduction in membership numbers.

54 Taking the above into consideration, FMCI pointed out that there was a significant expectation of further grading's arriving in the office over the next 2 weeks, with an accompanying increase in new/renewing memberships.

Equality: Annual Update

55 FMCI provided the Board with a brief digest of activity within this area throughout 2018, including (though not exclusively):

- 55.1 The Equality Working Group (EWG) met with Stonewall Scotland on 9th January 2018 to assist in gathering information on LGBT communities;
- 55.2 The EWG had developed the Equality Action Plan (EAP), which had been approved by the Board in June 2018;
- 55.3 All new members of staff have either attended – or been booked onto - the sportscotland "Introduction to Equality" Workshop as part of their initial orientation;
- 55.4 That two staff had attended the sportscotland 'Mental Health Awareness' Workshop;
- 55.5 That the EWG have almost completed the documentation and evidence for the JS submission to 'Plan4Sport' for the "Intermediate Level of the Equality Standard";
- 55.6 That the date of Thursday 13 December 2018 has been agreed for the above assessment to take place.

56 As part of the above work, the most recent Equality monitoring exercise had elicited the following information:

Professional Staff – Age/Gender

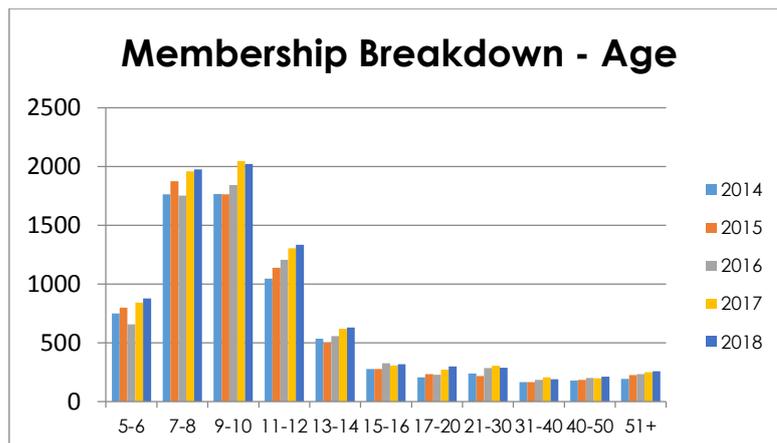
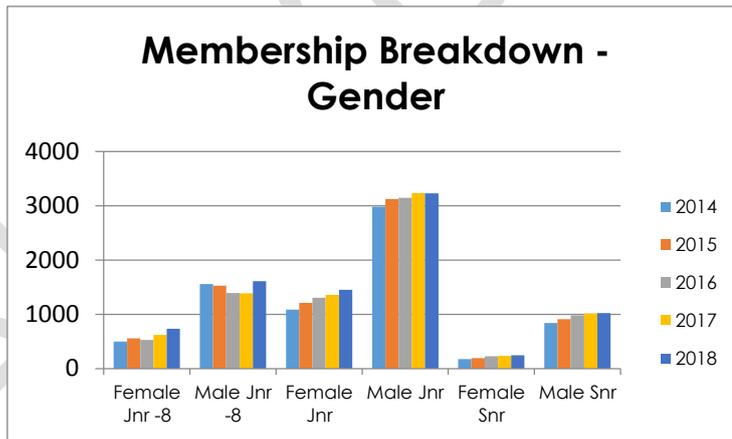
57 In respect of age group and gender representation, taking into account the surveys returned, we can clearly see that most age groups are well represented and both male and female have an equal share of the staffing quota.

Board – Age/Gender

58 As a result of the nomination process for Board members, any changes to the data collected from the Board are minimal, and in particular 4 members of our Board have remained unchanged over the sampling period. However it is worth highlighting that we have doubled our female representation on the Board during this period of analysis and have a broader range of ages across the Board.

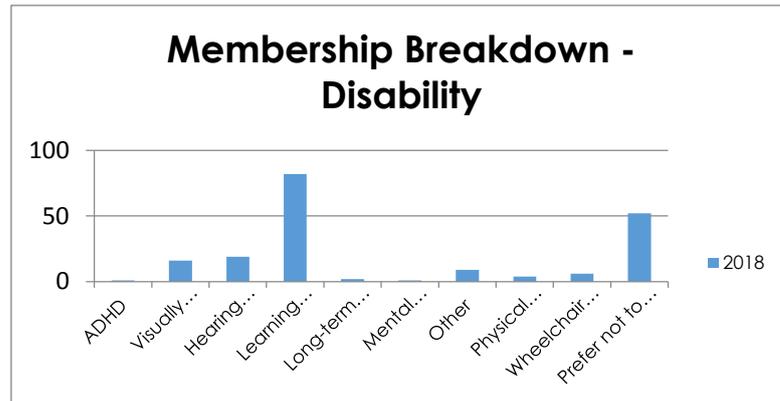
Membership – Gender/Age

59 JS membership has seen an increase across all sections of the membership since 2014. This is confirmed when we look at the age range of the membership which although sits primarily within the 7-10 years age range, the numbers remain steady from the age of 15 onwards.



Membership – Disability

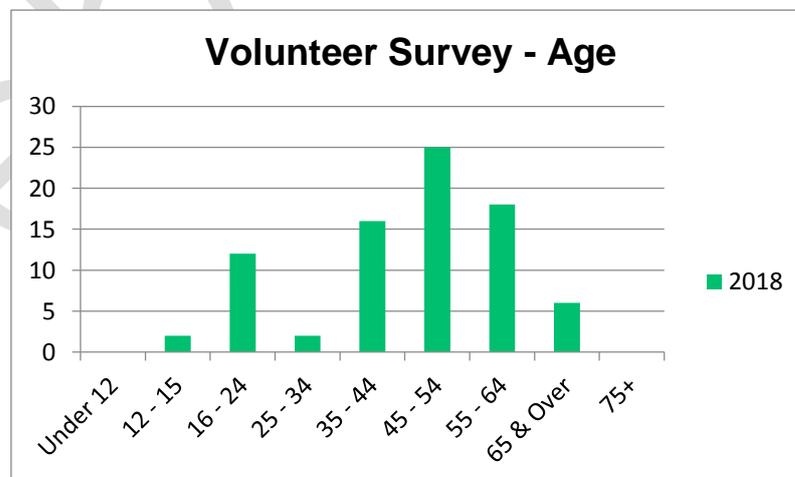
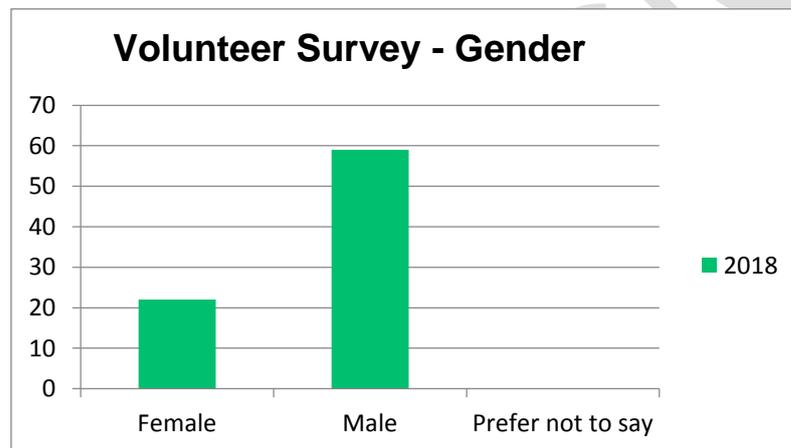
60 Previously the only data we held for disability was for approximately 1.8% of the total membership, however this has now increased to 34.7%.



Coaches and Volunteers – Gender/Age

61 This is the first time Coaches and Volunteers results have been isolated, however we can see that in respect of gender, this very much reflects the overall picture of our membership with just over 27% female representation.

62 In respect of age, we can see that our recruitment for young volunteers has been well received and we have a spike in volunteers in the 16-24 age category.



Performance Development

Performance Delivery Update: 2018/6/7

63 The Board noted the Performance Development Update Paper (2018/6/7/).

64 The Chair wished to extend his congratulations to a number of athletes who had performed with distinction since the last meeting of the Board and in particular:

64.1 Josie Steele and Alex Short, Great Britain's only Gold medallists at the recent European Open Tournament (Glasgow);

64.2 Sally Conway for taking Gold at the Dutch Grand Prix and;

64.3 Sam Ingram for achieving Silver at the 2018 World Visually Impaired Championships.

65 Finally, the Chair wished to commend the Performance Development Team on the success of the programme in 2018.

British Judo Association

66 The Chair outlined his recent attendance in Jaipur, (India), at the Commonwealth Judo Association (CJA) annual general meeting (AGM). This had been part of a strategic approach to further develop the CJA and Commonwealth Judo, in conjunction with UK Sport. The Chair referred to the fact that he had been proposed by the BJA as the CJA General Secretary and had been appointed unopposed at the CJA AGM. MP asked that the Minutes reflect the congratulations of the Board on the Chairman's appointment.

67 Board members may wish to note that SportEngland had a new CEO and that initial meetings with British Judo had been very positive and could potentially lead to greater investment in specific areas.

68 Finally, the performance activities of British Judo had been very strong in 2018, with the performances of the athletes being consistently ahead of UK Sport targets. British Judo were now in a place where potentially some 8 to 9 players may end up being invited to the end of year IJF Masters event, including Sally Conway and Sara Adlington.

Date of Next Board Meeting

69 The next Board meeting would take place on Tuesday 5 February 2019.

Meeting closed at 1831 hours.

Web Version