

JudoScotland Board Minutes

2 April 2019

Ref. 2019/2



Notes of the Meeting of the JudoScotland Board held at the Edinburgh International Climbing Arena (EICA), South Platt Hill, Ratho, Newbridge, Edinburgh, on 2 April 2019, commencing at 1853 hours.

Present: Ronnie Saez (Chair); Mark Brien (MB); Sarah Clark (SC); James McBeath (JMB); Susan Wright (SW).

Apologies: Graham Campbell (GC); Marc Preston (MP).

In Attendance: Douglas Bryce (CEO); Tony Penfold (TP); Euan Burton (sportsScotland institute of sport); Sandy Hodge (sportsScotland).

Welcome, Apologies and Declarations of Interest

- 1 The Chair opened the meeting and noted the submitted apologies from GC and MP.
- 2 There were no declarations of interest.

Leadership and Governance

Minutes of the Previous Meeting

Board Minutes: 2019/1

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

Matters Arising

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

Sub-Board Working Groups

- 5 There had been some challenges to scheduling all of these to date and Working Group Chairs would look to commence these in the near future.

Chairman: Annual Conversations with Board Members

- 6 These were still ongoing. The Chair outlined that BJA were currently commissioning an external review of the BJA Board and reflected whether sportsScotland could support a similar project? This could include how Board members could contribute better, greater use of limited volunteers' time and generally enhancing Board members ability to positively impact further.
- 7 The CEO outlined that perhaps sportsScotland could consider including this within the (current) KPMG Development Audit process.

Correspondence

New Club Application: Senshi Judi

- 8 This had been previously approved electronically and was noted by the Board.

Mr John Kane

- 9 The CEO referred the Board to the historical correspondence contained within the Board papers, originating from a complaint received from Mr Neil Malone against Mr Kane. The Chair provided further background to the audit trail provided.
- 10 The Board noted the correspondence received from Mr Kane and the historical correspondence provided and now viewed the matter as having come to a close.

Mr Paul Laverty

- 11 The Chair introduced the item of correspondence received from Mr Paul Laverty, concerning Mr Chris Murphy. The Chair noted the references to 'equality' contained within the letter – although did not necessarily agree with the context of the comments.
- 12 MB provided some further background to the letter and also the individual's competitive background. The Chair was certainly of the view that some form of recognition was appropriate.
- 13 EB provided some clarity on the background to the performance 'wall of fame' alluded to within the letter and that the initial context had been to highlight consistent competitive (medal winning) performances, that reflected the primary performance-related activity for which JS received its sportsScotland performance investment.

14 The Board acknowledged that set criteria could be identified for future 'Wall of Fame' inductees – whether from a performance, officiating, or administration perspective. The Board also reflected on whether the 'wall of fame' could be a virtual wall, rather than a 'tangible' wall.

New Club Application: Pro Judo - Clydebank

15 The CEO distributed hard copies of the Club membership application, which had been circulate electronically previously.

16 The CEO also distributed a letter of complaint from an existing member Club operating in the identified venue.

17 SW expressed some concerns over the date on the submitted application form (2017), whilst JMB highlighted some concerns over the qualifications of the coaches identified. JMB expressed the view that he would not be happy to accept the Club into membership at this time.

18 The Chair raised some concerns as the Club may in fact already have been accepted into membership by BJA. Against that, the BJA Sport Director had stated at a previous JS Board meeting that two (2) Clubs should not inhabit the same venue and that BJA would not accept Club membership on this basis. The Chair proposed that the Board remit the application to Colin McIver at the BJA.

19 SC asked whether there should be any follow-up with Pro Judo regarding the application? SC did not agree with what Pro Judo was trying to do and believed that being in the same venue, on the same day is simply not right.

CEO Update (2019/2/1) and Annual Review

20 The CEO referred to the previously circulated Interim Update Paper (2019/2/1).

Annual General Meeting/the Gathering

21 The CEO highlighted that the 2019 Gathering was scheduled for 5/6 October 2019. Accepting that the event was being staged slightly later than last year, the Board were asked whether it wished the annual general meeting (AGM) to occur on the same weekend, or to be scheduled separately earlier in the year.

22 The Board approved the staging of the AGM on Saturday 5 October, in conjunction with the 2019 Gathering event.

Intermediate Level: Equality Standard for Sport

23 The CEO wished to highlight the attainment of this award and in particular, to express his thanks to those staff members that had worked on this project. The attainment of this award was testament to the work of a number of members of staff (both past, present and currently on maternity leave), working across the organisation under the working group leadership of Freda McNulty.

BJA Club Affiliation (2019)

24 The CEO introduced some of the challenges that had been highlighted by JS member Clubs in attempting to affiliate with British Judo for the current year. A number of Board members involved with JS member Clubs expressed similar concerns/frustrations.

25 The CEO updated the Board as to an email forwarded to British Judo, whereby JS had:

25.1 requested a one month insurance extension for Scottish Clubs to register on the new BJA CRM system (30/4/19);

25.2 that from a customer service point of view, one organisation (BJA) needed to lead JS/British Judo collectively out of the situation that JS and its member Clubs found ourselves in;

25.3 JS requested an identified BJA contact person and direct telephone number so that JS can appropriately direct Scottish Clubs who wish to discuss any issues/concerns;

25.4 that BJA look to issue refunds to Scottish Clubs (where appropriate) if payment has been taken for affiliation over and above that which actually required to be paid;

25.5 requested that BJA check and verify the coaching credentials of coaches linked to Scottish Clubs prior to affiliation being confirmed;

25.6 requested (for our AGM purposes) that BJA provide a list of Scottish Clubs in membership as at 31 March 2019, where the Club has:

25.6.1 completed the appropriate affiliation forms;

25.6.2 paid any monies due and;

25.6.3 where all BJA coaching qualifications for coaches linked to a Scottish Club are both current and valid.

25.7 requested that BJA forward a list of all new and renewing Clubs – including new venues - on a monthly basis, so that:

25.7.1 any new Clubs can be placed in front of the JS Board (as per our Articles of Association) and;

25.7.2 we can keep the JS website 'Club Finder' up-to-date.

26 JS were still to receive a response to our correspondence.

27 Based on the current BJA CRM system and affiliation process, the CEO highlighted that the JS office could no longer verify that any Club in membership of BJA (and therefor subsequently JS) had coaches with current and valid qualifications.

First Quarter Review: 2019

- 28 The CEO circulated an A4 summary overview of the first quarter performance of the business. The CEO highlighted that JS had no control over when member Clubs conducted Grading's (to which there is a very close link with membership application/renewal) and that the above figures could well be improved further when further Club Grading's were expected in.
- 29 The Leadership Team would continue to monitor and report back at the next Board meeting in May.

Independent Director Recruitment

- 30 The CEO reported that no expressions of interest or applications had been received for the recently advertised Independent Non-Executive Director position(s). This was now the second round of advertising for the positions identified within the last KPMG Development Audit. JS was advertising via similar outlets as other sports, but with no apparent success.
- 31 The Board agreed not to go back out to advert immediately and to re-advertise after the summer holiday period.

Strategic Planning Process: 2021+

- 32 Following discussions with the Chairman, it was proposed to stage a joint Board-Staff strategic planning session prior to the next Board meeting on Tuesday 21 May 2019.

Equipment (Clothing) Supplier

- 33 The CEO circulated a summary document of the tenders received to date and EB provided some further overview/ expansion as to the open and transparent process adopted.
- 34 EB highlighted that the Performance and Talent Development programmes currently purchased approximately £15,000 of clothing on an annual basis – which was the requirement from Macron.
- 35 The relationship with both Macron and Kukri (leisure wear) and associated hosting of a commercial website, has the potential to generate modest additional income for JS.
- 36 Board members approved entering into supplier agreements with:
- 36.1 Fighting Films (judogi), on the basis that a further extension of judogi for younger JS members/Clubs is provided and that the Fighting Films offer is exclusive to JS and its members Clubs – via JS and;
 - 36.2 Macron (leisure wear), due to a larger product range and a more effective pricing point for JS members.

Fighting Chance Scotland

- 37 The Chair highlighted that he had been approached by Jim Feenan, of Fighting Chance Scotland. For those new to the Board, the Chair provided a brief background to the Fighting Chance Scotland (FFCS) project.
- 38 In essence FCS had requested an additional 4 month complimentary membership, on top of the initial 4 complimentary membership extended to all new JS members.
- 39 SW noted that no-one could grade whilst only holding a complimentary license. The CEO noted that no member of FCS had graded during 2018.
- 40 The Board agreed to the request for a one-year period and would review following that.

Business Support

Business Support Update Paper (2019/2/2)

- 41 The Board noted the Update Paper: 2019/2/2.
- 42 On behalf of FMCI, the CEO highlighted and reinforced the current staffing challenges facing the organisation and the continued work in looking to support the membership. It would certainly be a number of weeks at a minimum, before the Business Support Team (BST) was back up to full strength.
- 43 The CEO reflected that this again proved the 'fragility' of Scottish Governing Bodies (SGB) of Sport and wished to pass his thanks onto the remaining staff for assisting the BST wherever they could. The Chair reiterated the current challenging times for the organisation and also wished to pay tribute and thanks to the staff for their help and assistance during this time.

Annual Accounts (2018)

- 44 The Chair referred to the previously circulated draft annual accounts for 2018 and relayed some of the discussions of the Corporate Governance Working Group (CGWG), who reviewed the draft accounts the previous week.
- 45 In the absence of the Treasurer due to business commitments, the Chairman highlighted some assailable points from the draft accounts:
- 45.1 There has been a slight drop in turnover for 2018, although when compared with reducing levels of investment from sportscotland, is still in a healthy situation.
 - 45.2 The accounts show a surplus for the year of £462, with all assets now having been written off.
 - 45.3 Finally the Board were asked to note a significant reduction in debtors of £11,176 (26.87%) against the previous year (2017) and an increase in cash at the bank/in hand of £8,719 (2.27%) against 2017.
- 46 The Chair reported to the Board that the CGWG was proposing the acceptance of the annual accounts (2018) by the Board. The Board approved the annual accounts (2018).

Business Delivery

Business Delivery Update: 2019/2/3

- 47 TP referred to the Update Paper: 2019/2/3 and asked whether there were any associated questions.
- 48 From the Paper, TP asked the Board to note that Paul McGuinness had been invited by sportscotland to sit on the "Qualifications Design Team" for the new suite of national coaching standards, which was very encouraging for the organisation.
- 49 Arising out of this information, the Chair asked for a brief update around the UKCC qualifications and framework. TP responded that this was still with the Scottish Qualifications Authority (SQA), with a new organisation – CIMSPA – looking at maintaining parity of coaching qualifications across the UK.
- 50 The Chair asked whether the content of any award(s) were changing. TP responded that this was not clear at the present time. There was certainly the potential for more learning to occur in-situ (i.e. within the Club environment), with the current focus of discussion very much more about a 'learning journey'. TP believed that the BJA had already mapped across their qualifications to the revised standards.
- 51 JMB enquired about current work surrounding JudoMark. TP highlighted that with the loss of a Coaching Development Officer (part-time) and also more recently a Regional Development Officer (RDO), this had compounded the Business Delivery Team's (BDT) ability to move forward with this. Once a successor RDO was in place, JS should be in a position to move forward in this area.

Business Delivery Working Group – Update

- 52 There was no update to provide as the initial Working Group meeting had yet to take place.

Club Code of Conduct/Ethics - 2019/2/4

- 53 The CEO introduced the draft Code as a discussion paper and reminded the Board of the original request around this piece of work. The CEO had spoken with Marc Preston (MP) earlier that day and MP was looking to provide feedback to the document whilst away on his charitable adventure.
- 54 In essence, the CEO was looking for the following from the evening's meeting:
- 54.1 initial feedback on the discussion document and;
 - 54.2 a decision as to the most effective way to progress this piece of work.
- 55 SC appreciated the move to write the document within the Judo moral code. More specifically under point 35, SC felt that the document could be more prescriptive and – reflecting back to discussions earlier in the evening – identify that Club's should not be in the same venue, unless they were co-existing.
- 56 The Chair felt that the document was written more for an individual (i.e. a coach) rather than for a Club. The Chair reflected that due to the Clubs being in membership of the BJA, the task was probably about finding a Code that the BJA could sign up to for its own (English) Clubs. That said the Chair believed that JS needed to create the lead with the BJA over this project. It should be recognised that the BJA may have difficulties 'selling' the Code concept to some of its Clubs.
- 57 SW believed that JS could advertise Clubs that signed up to the Code. The Chair believed that the concept still required some further development - both internally and with the BJA – and it may be the end of the year prior to the BJA being receptive to such a document.

Anti-Bullying Policy (Members) – 2019/2/5

- 58 TP introduce the draft document and provided an overview of its development – including consultation and review by both: 'Children 1st' and; 'RESPECTME'.
- 59 There was recognition that the document could be viewed as 'meaty' by some, however these types of documents were usually drafted from a standard (non-sports) template, but which satisfied the regulatory authorities. The Board approved the document. TP thanked the Board for their assistance.

BJA National Team Event (2019)

- 60 The CEO provided a brief historical update and highlighted that – contrary to current rumour within the Judo sporting community – JS had not agreed to host the 2019 BJA National Team event.
- 61 Building on previous, informal discussions, in addition to its usual level of financial support for the event, BJA had also agreed to underwrite the event up to a maximum of £2,000. On this basis, the CEO circulated a very draft budget with respect to the proposed event and highlighted the significant unknowns regarding entry fee income due to a decision on alternative format agreed previously by the BJA Board.
- 62 Following some general discussion around the event, venues and identified costs, the Board approved the hosting of the event, subject to:
- 62.1 standard financial support contained within the previously received BJA 'guidelines for hosting events' documentation;
 - 62.2 the underwriting of the event by an additional (up to) £2,000 by BJA and;
 - 62.3 the issued 'guidelines for hosting events' being recognised as *guidelines* and not contractual requirements.

BJA Judo Tots

- 63 TP had initially investigated this on behalf of the Board, however this resulted in raising more questions than finding answer.

- 64 The move by BJA into the sphere of activity for 3-4 year olds has moved the Sport of Judo into pre-school activities. This is out with the current range of delivery for BJA, JS, Clubs and coaches.
- 65 SC asked regarding BJA activity within this area and what had been put in place. TP referred to the BJA documentation and website and highlighted that Joyce Heron (BJA) had identified that specialist modules and training were available for this specific client group.
- 66 TP proposed that if JS wished to pursue this avenue of activity, then this could be viewed as an expansion of the current Kai Club. SC believed that could be a massive area of work and would warrant an additional staff member for JS.
- 67 It was also noted that the BJA Judo Tots programme is not a BJA membership category. Linked with this is the inability of BJA to record participation, session provision (content) or monitor longer-term membership.

Performance Development

Performance Delivery Update: 2019/2/6

- 68 The Board noted the Performance Development Update Paper (2019/1/5). EB reported that it had been an exceedingly busy last few months across the Senior, Junior and Cadet categories.
- 69 A number of athletes had been invited to attend a new BJA Performance initiative at the beginning of February. There had been some initial teething issues with the new programme, its content and application, but EB believed that BJA were already reviewing this to enhance it further.

Performance Delivery Working Group – Update

- 70 There was no update to provide as the initial Working Group meeting had yet to take place.

British Judo Association

- 71 The Chair highlighted that it has been a challenging year – both financially and operationally – for the BJA to date.
- 72 Issues arising from the new customer relationship management (CRM) system had been discussed at length earlier in the meeting. As well as the introduction of the new system, the loss of staff in the membership services area when the BJA relocated had compounded the problems. That said, response times to membership queries were now beginning to fall.
- 73 Overall, investment into BJA had fallen since 2012, when some £10 million investment had been received. The current investment into BJA was not of the magnitude of some £4.8 million, which had necessitated some significant downsizing (from some 95 members of staff down to circa 50).
- 74 Accepting the above, BJA performance results were still encouraging at the present time and were looking positive for Olympic qualification.

Date of Next Board Meeting

- 75 The next Board meeting would take place on Tuesday 21 May 2019.
- 76 There may well be a Strategic Planning event organised for Board/Staff prior to the next Board meeting.

Meeting closed at 2134 hours.