

## JudoScotland Board Minutes

27 May 2025

Ref. 2025/3



### Notes of the Meeting of the JudoScotland Board held on Tuesday 27 May 2025, commencing at 1830 hours.

Present: Jodie Cox (JC); Anthony Daye (AD); David Gibson (DG); Lynne Glen (LG); Sandy Hodge (SH); Gordon McCathie (GM); Jason Moore (JM); Marc Preston (Chair); Susan Wright (SW);

Apologies: Sarah Birrell (SB); Mark Brien (MB);

In Attendance: Judith McCleary (JMc); Freda McNulty (FM); Tony Penfold (TP);

### Welcome, Apologies and Declarations of Interest

1. The Chair welcomed everyone to the meeting and noted apologies received from MB and SB.
2. The Chair advised that the meeting would be recorded for minute taking purposes only.
3. No Declarations of Interest were received.
4. The previous Board minutes were approved by JM and seconded by LG.
5. Actions from March meeting have been completed with the exception of the Transgender in Competition Policy which is currently with our Moving to Inclusion mentor following Supreme Court Ruling.

### Leadership & Governance

#### Rolling Actions Register Update

6. The Chair stated that the previously circulated Register would be taken as read, no questions or feedback was received.

#### Risk Register/Risk Register Summary

7. JMc stated that the review of the Risk Register was now complete and that the full Register would be managed via the Audit & Risk Working Group (ARWG) and the Summary would be shared with the Board at each meeting.
8. AD wished to add thanks to JMc for finalising the documents and confirmed that ARWG would review at each meeting and share any updates with the wider Board.

#### Operational Plan 2025-6

9. JMc highlighted that a copy of the updated Operational Plan has been included in the share file. However, as this report details much of the information already included in the team update papers, consideration is being given to reviewing how this information is being shared.
10. LG agreed and added that collating in one document would reduce workload and remove duplication of work.

#### Scottish Judo Trust – support from JS (MOU)

11. JMc referred to the previously circulated document and highlighted the request from Trustees to establish a Memorandum of Understanding (MOU) between Scottish Judo Trust and JudoScotland (JS). This would establish financial support of up to £2000 per annum and up to ten hours per month of staff time over the initial three year period as a gesture of goodwill.
12. The Chair requested approval from the Board, this was unanimously agreed and JMc confirmed that a MOU would be drafted and returned to the Board.

#### CEO Report including Safeguarding & Welfare

13. JMc referred to the ongoing safeguarding cases and the workload undertaken by Luke Struthers (Lead Wellbeing & Protection Officer). GM confirmed that he has been in contact with LS in recent weeks in his capacity as board safeguarding lead and wished to pass on his thanks to LS for the manner in which he is managing the current cases.
14. JMc advised that ARWG were in the process of reviewing the Articles of Association which would require minor updates for approval at the Annual General Meeting (AGM). These would be updated and returned to the Board for approval at the next meeting.
15. JMc added that the recruitment of Team Scotland Judo Team Manager had now closed with a positive number of applicants and shortlisting was underway with interviews taking place on 9<sup>th</sup> June.

#### Finances: to end April 2025

16. FM advised that although the accounts reflect that we are ahead of budget, these figures will be adjusted due to the redrafted budget for approval later in the agenda. However FM wished to draw the Board's attention to the Grading income as it was significantly behind budget and may need reviewed at a later date.

### **Finances: Revised budget 2025/Performance Staffing proposals**

17. AD wished to draw the Board's attention to the deficit £35k, however with the change to year end processes, this was anticipated to be higher with the addition of the performance programme.
18. FM advised that the redrafted budget includes actual income and expenditure for the period January to March.
19. JMc added that as a condition of Performance Staffing budget, sportscotland have requested that we have an approved Performance staffing structure in place by the end of October 2025.
20. JMc highlighted that the Budget includes the recruitment of a Head of Performance (Level Three) and one Performance Pathway Coach (Level Two). This then allows the Head of Performance to be included in shaping the programme going forward.
21. AD confirmed that additional costs may need to be considered at a later date in respect of digital transformation, Commonwealth Games legacy and additional grading resources stock due to issues with current badge stock supplier.
22. LG asked if there was any implication on the Business Support resources available and would this need to be increased. JMc confirmed that performance support was already managed within Business Support and we don't see that this will need to be increased. However, FM confirmed that with the Enable Works Apprentice post, this already provides additional resource within BST which will allow us time to review if necessary.
23. The Chair asked for approval of the Revised 2025 Budget which was unanimously agreed.
24. JMc advised that the Head of Performance role will be advertised from Wednesday 28<sup>th</sup> May with interviews scheduled for 2<sup>nd</sup> July with the Performance Pathway Coach to follow in approximately one week's time.
25. The Chair and JMc have been in discussions with Austria Judo Federation as an organisation of a similar size who have gone through a similar process with changes to their performance programme. These discussions are ongoing and will return to the Board with further information at a later stage.
26. SH asked if the Head of Performance salary was competitive for the role. JMc replied that the salaries were in relation to the job levelling and salary banding that was adopted in 2023, however recognised that these are now due for review and confirmed that we have reached out to sportscotland HR expert resource for advice and support.
27. The Chair asked that Board members actively promote the vacancy. JC asked if we would consider an independent recruiter, however FM highlighted the additional costs associated with this and it was therefore decided to proceed with standard recruitment procedures.
28. The Board unanimously agreed on the Performance Staffing proposals.

### **Board Portfolios**

29. SH referred to the shared Portfolio Paper highlighting the areas of responsibility for each director. SH asked for feedback on the alignment of board roles, role descriptors and KPS's.
30. DG highlighted one area where both directors tenure ends on same date, however suggested that this can be managed at review points throughout the year as the end dates approach.
31. The Chair confirmed with all directors that they were comfortable in their suggested areas.
32. SH shared a draft role descriptor confirming that these will be circulated to board members for feedback after the meeting.
33. SH referred back to previous discussions on KPI's and shared the supporting documents that will be shared for feedback after the meeting.
34. SH highlighted that the staff still need to be consulted and shared for additional feedback.
35. DG raised hesitancy over KPI's, in particular while Board portfolios in still new to all directors. SH confirmed that the KPI's were linked to the Portfolio and not on an individual basis.
36. JMc highlighted concerns over duplication of work or an increase in staff workload – is this additional to the long term outcomes. SH confirmed that there should be minimal impact on staff and staff time.
37. The Chair wished to thank SH for the substantial work involved in progressing this area.

## **Membership**

### **Membership Discussion**

38. FM, TP & JMc led the Board through a presentation to provide background on current membership data and processes (copy presentation to follow).
39. AD acknowledged the work undertaken to manage membership status and ongoing data analysis, and suggested JS employed other targeted work. The Chair confirmed that recruiting members is challenging for JS as a whole as clubs recruit and retain members, and we need to ensure clubs have the tools they require.
40. SW asked if it was possible to send regular lists of lapsed/inactive members direct to clubs. FM confirmed that this was a possibility and would investigate further.
41. GM thanked staff that were supporting clubs to manage their members, however we also need to consider educating clubs with additional training on how to engage new members. JMc confirmed that this was already being investigated.
42. LG asked if the membership category review would also assist in driving new/different member demographic.

43. JC highlighted that appropriate communications was key to ensure club buy-in. JMc confirmed that this was already included in discussions with staff to ensure positive messaging throughout and using the Three Steps Safe initiative as the driving force.
44. SH asked if other initiatives had been considered such as pay-it-forward, sponsor a player. JMc confirmed that much of this was also included in the Membership Category review currently undertaken across the staff team.
45. The Chair stressed that we should consider reviewing membership fees on an annual basis.
46. SW agreed but also raised the importance of targeted communications for both members and potential members to equip all parents/carers with accurate information to make informed decisions.
47. The Chair asked for agreement to develop a policy to support Three Step Safe and consequences for non-compliance.
48. LG agreed and advised on a phased approach with education opportunities for clubs, coaches, members and parents.
49. TP confirmed the process involved in the BJA development of Three Steps Safe.
50. JMc stressed that there needs to be united agreement / clarity as to the standards and expectations of clubs. Scottish Gymnastics has developed a policy with British Gymnastics to investigate any club that is suspected of not meeting their required standards; it was suggested that it may be useful to ask their CEO along to share an insight to this work.
51. The Chair's recommendation of a proposed implementation date of 1<sup>st</sup> January 2026 with consequences thereafter. This was agreed in full and JMc will investigate the development of a policy and will return to the Board for further guidance.

## Business Delivery

### Business Delivery Update Paper

52. The Chair asked that the update paper be taken as read and opened to questions.
53. DG asked for clarity on the funding currently given to Grand Prix hosts and asked if this should be reconsidered alongside an additional fee for equipment hire. TP confirmed that the document was not yet finalised and will take this forward for consideration in the new tender.

## Business Support

### Business Support Update Paper

54. The Chair referred to the previously circulated paper and asked that it be taken as read – no questions were received.

### New Club Affiliation Requests

55. The Chair requested approval of the following clubs:-
- (a) Loretta Doyle Judo Club (Elderbanks PS)
  - (b) Loretta Doyle Judo Club (West Kilbride)
56. Both clubs were unanimously approved.

## Performance Pathway

### Talent Development Update Paper

57. The Chair referred to the update paper as read – no questions or feedback was received.

### Performance Update Paper

58. The Chair referred to the update paper as read – no questions or feedback was received.

## Next Meeting Dates

59. The Chair confirmed the next meeting dates as follows – 19<sup>th</sup> August, 28<sup>th</sup> October and 9<sup>th</sup> December.
60. The Chair thanked the Board for their time and closed the meeting.

Meeting Date	Action	Responsible
27 <sup>th</sup> May 2025	Memorandum of Understanding – Scottish Judo Trust/JudoScotland	AD/JMc
27 <sup>th</sup> May 2025	Upload redrafted 2025 Budget to Xero	FM
27 <sup>th</sup> May 2025	Board Portfolios update to be circulated to Board	SH
27 <sup>th</sup> May 2025	Three Steps Safe Policy development	JMc/SLT
27 <sup>th</sup> May 2025	Forward New Club Applications to BJA and update Just Go	FM