

JudoScotland Board Minutes

9th December 2025

Ref. 2025/6



Notes of the Meeting of the JudoScotland (JS) Board held on Tuesday 9 December 2025, commencing at 1830 hours.

Present: Mark Brien (MB); Anthony Daye (AD); David Gibson (DG); Lynne Glen (LG); Sandy Hodge (SH); Richard Marsh (RM); Jason Moore (JM); Marc Preston (Chair); Susan Wright (SW)

Apologies: Jodie Cox (JC);

In Attendance: Sarah Birrell (SB); Alberto Borin (AB); Judith McCleary (JMc); Freda McNulty (FM); Tony Penfold (TP)

Welcome, Apologies and Declarations of Interest

1. The Chair welcomed everyone to the meeting and confirmed apologies for the meeting have been received from JC.
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 MB and seconded by AD.
5. FM/JM provided an update on the Actions from previous meeting which have now been completed and advised that a Three Steps Safe Implementation Plan was in draft format and had been circulated around Senior Leadership Team (SLT).

Performance

Performance Update Paper

6. AB referred to his update paper already circulated and noted the following:
 - (a) Athlete Selection Criteria now finalised with the Selection Panel scheduled to meet on 16th December.
 - (b) Trip to Montreal was hugely successful with 12 medals for judoka across the pathway with engagement from many clubs.
 - (c) JS currently has 14 athletes meeting minimum criteria for Commonwealth Games 2026 – 12 spaces available and potential to apply for additional discretionary places
 - (d) A venue within Glasgow has been selected to host the Scottish judoka prior to entering the athlete village.
 - (e) AB and FM have met with the Talent Development Support Coaches with regard to their contract and the transition to Pathway Support Coaches with effect from 1st January 2026.
 - (f) A survey has been circulated to all athletes regarding training availability and opportunities to support the Regional Hub programme.
7. The Chair asked on the 'buy-in' from clubs and coaches, to which AB responded that overall the changes to the Programme have been well received and he is continuing to work with the clubs to build relationships.
8. RM asked if the survey results would be collated and reported back to the Board, AB confirmed that this would be provided once the closing date of the survey has been reached.

National Facilities Strategy

9. The Chair advised that the paper previously circulated was for discussion only and not decision at this stage. He confirmed that although site visits had been undertaken by himself and JMc, this was some time ago. However the next stage would be to set up a working group that would return to the board with their findings.
10. SH advised that he had pulled together the Feasibility Study as a working document and would welcome feedback in order to progress.
11. RM advised that he had provided feedback to JMc prior to the meeting and highlighted a different approach to consider including that JS could be seen as an investment opportunity with impact on local communities and tourism being key.
12. SB suggested raising with our SGB's as many had undertaken a similar project, to gather feedback and/or challenges.
13. AB highlighted that sustainability should be a considered to ensure that JS can continue to produce revenue. AD agreed and suggested considering different funding opportunities.
14. JMc advised that in order for this to be progressed she would progress meeting dates with a working group of board and staff, taking into account board portfolios.
15. DG asked if a staff consultation briefing had been considered – this would provide support for any staffing challenges that moving venue would provide. JMc thanked DG for his suggestion and said that would be appropriate at the relevant time in planning.

Leadership & Governance

Rolling Actions Register

16. JMc advised the Board that the Home Nations have been exploring the gathering and analysis of data via 4Global, however no indication of costs have been discussed at this stage.

17. LG asked that EDI data collection be a consideration when moving this forward.
18. DG commented on GDPR compliance, however JMc advised that we currently have a Data Sharing Agreement with BJA in place which and wouldn't necessarily be affected.

Risk Register

19. JMc referred to the circulated document and highlighted an ongoing concern and advised that JS has had external support in order to progress and would return to the Board if necessary.

Operational Plan 2025-6

20. JMc confirmed that the document had been updated with the information provided in the Update Papers.
21. JMc wished to highlight the promising recovery of the membership which was raised as a concern earlier in the year.
22. JMc added that this year has been challenging due to the changes undertaken by the organisation with new approaches to workload being implemented. This has been reflected in the results of the wellbeing survey circulated around staff, however JMc advised that this was a priority for SLT moving forward.
23. LG and AD advised that this appears to be a common challenge across the sector.

CEO Report including Safeguarding & Welfare

24. JMc wished to highlight that a staff member was currently off work for an unknown period of time but that we had engaged sportscotland and BJA to support the area of work.
25. JMc provided an update on the ongoing 'running on empty' campaign across many SGB's and supported by North56.
26. SH asked if JS Board would have an opportunity to feed into any future discussions with COSLA? JMc advised that a follow up is scheduled for early in the new year and she would put this question forward.

Disciplinary Policy - Staff

27. FM advised that this Policy had been reviewed with input from the HR expert resource, AAB and updated accordingly.
28. The Chair requested approval of the updated Policy, this was agreed in full.

Finances: to 31st October 2025

29. AD provided an update of the current financial position, confirming that staff had been working hard to reduce this year's projected deficit and advised that we are anticipating a break even or small surplus at the end of this financial year.

2026 Draft Budget

30. AD highlighted considerations for 2026 budget including the following:
 - (a) Increase staff salaries by 3%
 - (b) Increase in Membership Prices
 - (c) Increase in Grading Prices (not updated since 2017)
 - (d) Grading Incentive
31. AD advised on a projected deficit for 2026, however this also includes additional CGS26 anticipated expenditure.
32. The Board confirmed that they were happy with the draft budget but asked that SLT consider further proposals regarding the above and return to Audit & Risk Working Group (ARWG) to make final decisions.
33. The Chair added that consideration should be given to the timing of an increase to grading prices as new resources for Kai and Kyu had not yet been updated.

Business Development

Business Delivery Update Paper

34. TP referred to the previously circulated paper and happy to take feedback/questions.
35. TP highlighted that the recruitment for the Club Support Officer had now been completed with Rebecca Bradley having commenced her employment in this role on 8th December.
36. TP wished to add that the Scottish National Closed Championships had seen an increase in competitors, not including the introduction of the Veterans category.
37. TP advised that the introduction of the Adapted & VI Festival had been well received and that positive feedback has been provided. To follow on from this, we would look to include an Adapted & VI category within the National Closed Championships in 2026.

Senpai Impact Report

38. TP referred to the circulated Report which is helping to shape the programme moving forward.
39. SH wished to add that he had used the previous Judo Girls Rise Impact Report in a meeting with external agencies and confirmed that all the feedback that had been received was positive. RM confirmed that he also had used the same document which helped secure additional funding opportunities.
40. RM advised that these reports could be utilised further with press, parliament etc. – providing it's own marketing tool.
41. SH asked if consideration had been given for a Senpai representative to present or provide input at Board? TP advised that initial discussions had taken place on how this could be managed to ensure a positive experience for the young person.
42. LG suggested linking the Senpai programme with other young people's panels/groups.

Business Support

Business Support Update Paper

43. FM referred to the previously circulated paper highlighting that the overall number of members is continuing to increase, with the highest ever membership for JS having been reported earlier in the month.
44. FM advised that the number of individual gradings being processed is also at it's highest level with over 15,000 gradings processed so far this year.

New Club Applications

45. FM asked the board to approve the following club affiliation, confirming that all credentials have been verified:-
(a) Saltire Judo Club
46. The board unanimously approved.

Partners

British Judo Board Update

47. The Chair confirmed that he attended the BJA Annual General Meeting in November and the next Board meeting is scheduled for 15th December.

British Judo Strategy Draft

48. JMc advised that each Home Nation had been asked to set and contribute KPI's to the overarching BJA Strategy document – all feedback and comments on the Strategy are welcomed. The Chair confirmed he would request a timeframe and advise.

Other Business

49. The Chair wished to highlight that he had been asked to present to the SGB Chair Group on Three Steps Safe alongside the Chair of Scottish Gymnastics - all feedback received was positive.

Next Meeting Dates

50. The Chair confirmed the date of the next meeting is 27th January 2026.
51. The Chair thanked the Board for their time and closed the meeting.

Meeting Date	Action	Responsible
9 th December 2025	Three Steps Safe Implementation Plan	TP/JMc
9 th December 2025	Performance Survey Results	AB
9 th December 2025	Facility Feasibility Working Group	JMc
9 th December 2025	Disciplinary Policy circulated to staff	FM
9 th December 2025	Draft Budget Considerations	ARWG
9 th December 2025	New Club Applications forward to BJA and added to Just Go	FM