

JudoScotland Board Minutes

27th January 2026

Ref. 2026/1



Notes of the Meeting of the JudoScotland (JS) Board held on Tuesday 29 January 2026, commencing at 1830 hours.

Present: Jodie Cox (JC); Anthony Daye (AD); David Gibson (DG); Sandy Hodge (SH); Richard Marsh (RM); Jason Moore (JM); Marc Preston (Chair);

Apologies: Mark Brien (MB); Lynne Glen (LG); Susan Wright (SW); Alberto Borin (AB)

In Attendance: Sarah Birrell (SB); Judith McCleary (JMc); Freda McInulty (FM); Tony Penfold (TP)

Welcome, Apologies and Declarations of Interest

1. The Chair welcomed everyone to the meeting and confirmed apologies for the meeting as above.
2. The Chair advised that the meeting would be recorded for minute taking purposes only.
3. No Declarations of Interest were received.
4. The Chair confirmed that SH would chair the meeting in his capacity as Vice Chair.
5. The previous Board minutes were approved by AD and seconded by DG.
6. JM provided an update on the Actions from previous meeting which have now been completed and advised that the Three Steps Safe Implementation Plan is on the Agenda for the Home Nations meeting on 4th February for discussion and to agree a way forward.

Performance

Performance Update Paper

7. JM referred to the update paper, prepared by AB, already circulated and noted the following:
 - (a) Following the Scottish Open, an international training camp was provided at Ratho
 - (b) Managing the capacity of the programme coaches was becoming challenging and a review of the current staffing provision is required.
8. JM wished to thank AB for his report and acknowledged the high number of players now being exposed to international opportunities.
9. SH asked that thanks be shared to AB.

National Facilities Strategy - update

10. SH confirmed that he attended a meeting with the Chair, JMc and Cathy Gallagher at Stirling University. Although in very early stages of the Facility Strategy, the meeting was very positive and there is a willingness to engage from the University.
11. JM advised that in order to progress, an online meeting will be scheduled for February. This will enable the Board and SLT to outline the priorities, possible timelines and a process for the way forward.

Leadership & Governance

Rolling Actions Register

12. JMc referred to the circulated Register and confirmed all items were in progress.

Operational Plan 2025-6

13. JMc referenced the previously circulated Plan which is for information.
14. JMc confirmed that we are heading into the final year of the Strategy, and a timeline will be created for consultations as we prepare for the next strategy period.

CEO Report including Safeguarding & Welfare

15. JMc provided an update on the ongoing safeguarding concerns, adding that support has been provided to us from Children 1st and sportscotland.
16. JC asked if the number of cases had increased and if there was statistics available to compare to previous years. JMc responded that this was already in progress and would be included in the update paper once finalised. However, although the number of cases have shown an increase this could also be attributed to an improved reporting mechanism.
17. JMc added that as another step forward in the Moving to Inclusion Framework, Enable Works have been approached to provide an overview of their partnership with JudoScotland and sportscotland at the start of the next Board meeting in March.

Board Portfolios

18. SH advised that the Board Portfolios would be ready to commence on 1st April but welcomed any additional feedback.
19. SH will link with FM and JMc to progress a comms plan and any governance updates.

Appraisals - Lead

20. SH confirmed that the lead role was previously undertaken by the Vice-Chair and asked for feedback from the Board ahead of the appraisals for this year.

- 21. The Chair highlighted that SH has undertaken several large projects on behalf of the Board and asked that we be mindful of the workload.
- 22. JC asked if the process could be streamlined which then makes it a less time-consuming task. To which JMc added that key themes could be incorporated to increase the efficiency of the process.
- 23. SH confirmed that he was happy to lead the appraisal process and would undertake a review with a view to streamlining the process which would then return to Board .

Director – Safeguarding Lead

- 24. JMc highlighted that this role was undertaken by a previous Board member and advised that a replacement should be appointed by the Board.
- 25. SH recommended that this be in alignment to the Portfolios with the relevant portfolio being held by Lynne Glen and Mark Brien. SH advised that he will follow up with the relevant Board members.

Performance Working Group

- 26. JMc advised the Board that whilst there is currently a Performance Working Group in place, it would be advisable to have a Board rep and possibly an independent rep from another sport.
- 27. JMc shared some examples of areas that the Performance Working Group would be involved, including reviewing selection criteria for programmes and athlete selections.
- 28. SH highlighted alignment with Portfolios, suggesting that this role would sit within the remit of JM.
- 29. JM confirmed he is happy to undertake the role. JMc advised that the first task would be to create Terms of Reference.
- 30. SH agreed that it would be helpful to recruit a representative from another sport. RM responded that this allows JudoScotland to utilise best practices from other sports and vice-versa.

Strategic Consultation

- 31. JMc advised that we are currently into our final year of our 'Judo for All' strategy. JudoScotland are required to present a new strategy with our vision for the next 4 years to sportscotland in October.
- 32. SH asked the Board to share thoughts on setting aside a day to commence a mapping exercise and design a consultation period – this was agreed in full.
- 33. JMc will circulate dates to Board to confirm availability.

Finances: Overall Budget report to 31st Dec 25 (to be finalised)

- 34. AD advised that FM had provided additional notes and the ARWG minutes will be shared in the Board file in due course.
- 35. AD confirmed that the first draft of the 2025 Accounts reflect a break-even point rather than the deficit that was initially budgeted, this was managed via SLT.

Finances: 2026 Budget

- 36. AD highlighted that the resilience and capacity of current staffing will require further discussion as many staff are already working to capacity which could be an increased risk to the organisation.
- 37. AD advised that work was already underway to review the Reserves Policy and should be utilised where necessary.
- 38. AD confirmed that the long term savings account has now matured with approximately £3k in interest. AD asked the Board for their approval to proceed with a further long term account to maximise our funds – this was agreed in full.
- 39. AD advised that consideration should be given to proceed with a second long term account, however this would return to the Board once the Reserves Policy has been reviewed.

Finance: Increased Scottish Government Funding

- 40. SB highlighted that the recent announcement from Scottish Government is a positive message and sportscotland will be working with Governing Bodies on a 1-1 basis.
- 41. JMc commented that JudoScotland will be required to be reactive to funding requests and outlines as they become available.
- 42. SH wished to pass on his thanks on behalf of the Board to the SGB Forum and Judith for their role in driving this campaign forward.

Business Development

Business Delivery Update Paper

- 43. TP referred to the previously circulated paper and happy to take feedback/questions.
- 44. TP advised that work was underway on the 2026 Legacy Project. This would involve providing support to inner Glasgow clubs, utilising current programmes and initiatives.
- 45. TP confirmed that the recruitment for the role of National Technical Official Coordinator has now successfully completed with Gordon Allan being appointed.
- 46. The Chair asked for clarity on the progress of entries to for the All Stars Championship, to which TP responded that although entries were slow initially, the number of entries have increased with the event not yet closed.
- 47. JM requested the progress of clubs undertaking Judo Mark. TP responded that the participation was continuing at a steady pace. The total number jumped significantly initially but this was mainly due to clubs with multiple venues having completed the process. TP added that we have already received positive stories and feedback from existing Judo Mark clubs which we would now promote and share across our communication channels to support the initiative.

48. SH referred back to the Judo Girls Rise impact report and confirmed that using this report has resulted in securing a segment on the One Show in the lead up to the Commonwealth Games.

Business Support

Business Support Update Paper

49. FM referred to the previously circulated paper and invited feedback/comments.
50. FM highlighted the positive membership and grading statistics to the end of year adding that the new practices undertaken during 2025 would continue to ensure data is kept up to date and current.
51. FM confirmed the annual accounts examination with Framework, is scheduled for 25th February with final accounts to follow.

Communications & Marketing Report 2025

52. FM referred to the previously circulated document with thanks to Rosanna Wood for the preparation. This will help identify areas for improvement as we progress through the year.

New Club Applications

53. FM asked the board to approve the following club affiliation, confirming that all credentials have been verified:-
(a) Edinburgh Judo (Accies)
54. The board unanimously approved.
55. FM wished to highlight that a further New Club Application has been received, however this has not been presented to Board as not all the Credentials were valid. We will continue to work with the club to support them through the process.

Partners

British Judo Update

56. The Chair provided an update on the BJA strategy and KPI's.
57. The Chair confirmed that good connections had been established between JudoScotland and BJA performance teams.
58. SH asked if the BJA minutes could be circulated to all Board members, to which the Chair agreed to check.

British Judo Council/Affiliation/Three Steps Safe

59. JMc advised that a positive online meeting with BJA, BJC, the Chair and herself had taken place with a view to meet in person to progress. JMc recognised that there was two separate areas to manage - Member Benefits and Governance.
60. JMc highlighted that the BJA/BJC Affiliate Agreement should not have been in place without each Home Nation Board approval. However a review of Agreement would now be undertaken with involvement from all Home Nations.
61. DG requested the view of the other Home Nations to which JMc advised that each HN situation is fairly unique. The Chair confirmed that they were supportive of the approach.
62. SH confirmed the support of the Board and asked for this to return to the Agenda on a regular basis.

Other Business

63. JMc advised the Board that the implementation of Three Steps Safe is an Agenda item at the Home Nations meeting in Cardiff on 4th February.
64. JMc asked for Board approval to progress the previously circulated letter direct to a member club regarding Three Step Safe adherence. JC asked if the process would be the same for all clubs, to which JM responded that all clubs are required to meet Three Steps Safe standards and the implementation plan will outline clear processes.
65. SH highlighted that the process was firm and fair, and the Board were fully supportive.
66. TP advised that the Implementation Plan would be updated to include a timeframe following the Home Nation meeting in February.
67. DG asked for a check of Articles of Association to clarify the requirement of all members to have a named club.

Next Meeting Dates

68. SH confirmed the date of the next meeting is 17th March 2026.
69. The Chair thanked SH for chairing the meeting and the Board for their time and closed the meeting.

Meeting Date	Action	Responsible
27 th January 2026	Facility Review Meeting Dates circulated	JMc
27 th January 2026	Board Portfolio Meeting – SH/FM/JMc	FM
27 th January 2026	Reserve Policy Review	AD/EWG
27 th January 2026	New Club Applications forward to BJA and added to Just Go	FM
27 th January 2026	Three Steps Safe Implementation/Progress	JMc/TP
27 th January 2026	Articles of Association (member status review)	JMc