

JudoScotland Board Minutes - summary

17th March 2026

Ref. 2026/2



Notes of the Meeting of the JudoScotland (JS) Board held on Tuesday 17 March 2026, commencing at 1830 hours.

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

Apologies: Lynne Glen (LG);

In Attendance: Sarah Birrell (SB); Judith McCleary (JMc); Freda McInulty (FM); Tony Penfold (TP); Liam Campbell – Enable (LC).

Welcome, Apologies and Declarations of Interest

1. The Chair welcomed everyone to the meeting and confirmed apologies as above.
2. The Chair advised that the meeting would be recorded for minute taking purposes only.
3. The Chair highlighted a conflict of interest regarding one of the new club venues proposed – Destination Judo @ Chat on the Mat.
4. The Chair welcomed Liam Campbell from Enable who was invited to present to the Board. Liam gave a broad overview of disability awareness and in particular highlighting the partnership working with sportsScotland on the Modern Apprentice Programme.
(LC left meeting)
5. The previous Board minutes were approved by MB and seconded by AD.
6. The Chair provided an update on the Actions from previous meeting which have now been completed or tonight's Agenda.

Leadership & Governance

Rolling Actions Register

7. JMc referred to the circulated document, no feedback/questions were received.

Operational Plan 2025-6

8. JMc referenced the previously circulated Plan which is for information purposes, no feedback/questions were received.

CEO Report including Safeguarding & Welfare

9. JMc highlighted that we have engaged the services of an external resource for safeguarding to provide additional support.
10. JMc highlighted that the performance team continues to be under resourced, however meetings are now in place with High Performance Manager, Abigail Hewitt and GB Home Nation Coach, Chloe Cowan on a weekly basis to assist in programme planning. The recruitment of Pathway Support Coaches has been placed on hold temporarily.
11. AD asked on the impact of ongoing absence and workload. JMc confirmed that it is challenging to plan ahead with the limited resources available.
12. JMc advised that recruitment of an additional Pathway Coach had been highlighted to the Board and asked for consideration that this post be on a temporary basis initially. The Chair asked that this is progressed at the earliest opportunity.
13. SH commented that during this challenging period, JS should not lose sight or forget the progress that has already been made.
14. JC asked if a centralised hub was in place across the Home Nations for suspended members and for confirmation of the suspension parameters. JMc confirmed that if a member is suspended, they cannot engage in judo based activity. Correspondence to the member will include any specific conditions. JMc confirmed that a data sharing agreement was in place regarding My Concern platform with limited access. However a data sharing agreement is not in place with BJC. JMc confirmed that there was not a global list of suspended members.
15. JC asked if timelines were in place for Chair recruitment. JMc confirmed that the recruitment pack was in progress with a view to having a new Chair in place over the summer to allow a handover period.
16. JMc confirmed that she had attended a meeting with TP and Windlaw Consulting, to progress the strategy consultation.

Children First Meeting Update

17. The Chair advised of a meeting with Children First to seek clarity on safeguarding processes. SH and RM were in attendance on behalf of JS.
18. SH provided an overview of the meeting confirming the advice and support has been provided by Children First in relation to current case management.
19. Children First confirmed that the amount and level of information provided to the board was appropriate.

20. RM advised that the Board were advised of the difficulty that staff involved in case management can face, and the importance of ensuring staff are well supported.
21. AD noted that clarity was required on what the Board were being asked to do in terms of risk management of cases, did the Board fulfil their role as Directors? AD raised that he has some concerns on Directors duties.
22. RM added that we need to be clear on what information is needed and what is available, and that Children First has offered to provide a session for the Board at a later date.

Finances: 2026 Budget and core costs uplift

23. AD advised that the 2025 Accounts were with Framework with no concerns raised.
24. AD confirmed that a revised budget is in progress to take into account the additional investment on core costs. AD added that this would return to the Board.
25. SB confirmed that an open conversation would take place between sportscotland and the governing bodies on an individual basis.
26. AD advised that appropriate spending to support the ongoing staffing concerns should be considered and utilise reserves where possible.

Board – National Judo Facility

27. SH requested feedback from the Board regarding the appetite to progress this area of work and is it still a strategic objective.
28. The Chair stated that it is a long term project but commencing the process early is key. MB agreed but highlighted concerns over staff time and resources during what is already a challenging period. The Chair suggested that the Board could move the early stages forward and create a Working Group.
29. SH highlighted that utilising the board portfolios during this process would be beneficial to which JMc added that connecting to the Senior Leadership Team (SLT) would also be of benefit.
30. DG asked that timeframes be considered alongside Director tenure. RM asked that consideration also be given to invite external members to the Group when needed.
31. SH will progress with manageable and realistic timelines and return to a future Agenda.

Board – Hall of Fame – Nominations Committee

32. The Chair advised that JS have received two nominations to enter the Hall of Fame. The Chair provided a brief overview of the current policy.
33. A Nominations Committee is required to be formed including an independent director where possible. MB, DG, JC expressed an interest. The Chair will progress and return to the Board.

Board – Portfolios

34. SH advised of meetings with staff members resulting in the development of the comms plan with a soft launch expected in April.
35. SH added that policies will be updated on a rolling basis to best manage workload.
36. SH thanked the team for their support but also mindful of current staffing challenges and manage the launch as appropriate.

British Judo Update

37. The Chair provided a brief overview of the recent BJA Board meeting including:-
- (a) Finance
 - (b) Recruitment of Independent Directors with specific skillset
 - (c) Development of England Judo Board
 - (d) 2027 British Championships

Business Development

Business Delivery Update Paper

38. TP referred to the previously circulated paper and happy to take feedback/questions.
39. TP advised that Rebecca Bradley has been accepted onto the sportscotland Meeting Community Needs Programme.
40. TP confirmed that the new cohort of Senpai programme interviews have commenced. Measuring impact has become better through each cohort.
41. TP advised that he and PM attended a BJA workshop on Humble Warriors, harnessing the power of judo and enabling us to reflect on the work already underway within our clubs.

Three Steps Safe Implementation Plan

42. TP referred to the updated paper and highlighted that the Plan is an organic document that is being regularly updated with the live situation on club membership.

43. The Chair asked the Board to review and return to TP with feedback/comments.
44. TP confirmed that JS are in the process of analysing club data to establish areas of gapping such as Under 8 members.
45. TP highlighted that Three Steps Safe is a set of standards and the application of the standards have consequences and are a set of standards that JS are proud of.
46. SH asked for the appetite across the Home Nations to which TP confirmed that we are all aligned and having a live example helps to shape the process going forward.

Randori Judo Club – Update and Next Steps

47. JMc confirmed that Randori Judo Club have rescinded their club membership with effect from 1st April 2026. JMc confirmed that next steps will include contact with individual members directly, however clarity was required from BJA on insurance implications for the members.
48. JMc confirmed that there would be a draft letter to members of Randori Judo Club circulated to the Board for approval. RM added that we should clarify that the decision was made by Randori Judo Club and not JS.
49. DG asked if the Articles state that a member must be a member of a club. JMc confirmed that this is not in the Articles and gave an example of a Referee as a member without a named club. JMc clarified that it is the Board's right to refuse membership for any reason deemed appropriate.

Admission to Membership and Rules - All applicants for Individual Membership shall be required to complete and submit the Application for Membership form provided by the Board of the Company along with such information as may be required by the Board and the appropriate annual subscription. The Board shall consider the application and may at their discretion hear verbal submissions from any applicant. The admission of individuals shall be determined promptly by the Board who have the power to grant or refuse admission to membership (or any renewal of membership) on such terms as the Board may from time to time determine and who shall not be under an obligation to assign any reason for refusal for membership or the renewal of membership. For the avoidance of doubt, admission will not be granted until after receipt by the Company of the appropriate annual subscription.

50. The Board agreed that individual members should only train in clubs that meet Three Step Safe standards in order to fulfil the organisation's duty of care.

Business Support

Business Support Update Paper

51. FM referred to the previously circulated paper and invited feedback/comments.
52. FM highlighted an update with regard to the new Kai grading resources. Due to the change of suppliers, this is now expected to launch on 1st June.

New Club Applications

53. FM asked the board to approve the following club affiliation, confirming that all credentials have been verified:-
- (a) University of Stirling Judo Club – approved in principal pending Club Welfare update
 - (b) Tanoshii Judo Club – St Thomas - approved
 - (c) Pro Judo – Kirkintilloch - approved
 - (d) Judo Club Esprit – Stirling Country Rugby - approved
 - (e) Destination judo – Chat on the Mat – approved

Performance

Performance Working Group

54. JMc advised that the Working Group paper was ongoing and would return to the board at a later date.

Other Business

British Judo Council

55. The Chair confirmed that he and JMc had attended a meeting with British Judo Council and was happy to provide feedback on an individual basis.

Next Meeting Dates

56. The Chair confirmed the date of the next meeting is 26th May 2026.
57. The Chair thanked the Board for their time and closed the meeting.

Meeting Date	Action	Responsible
17 th March 2026	Performance Pathway Coach Recruitment	JMc/FM
17 th March 2026	Redraft 2026 Budget	FM/JMc
17 th March 2026	National Judo Facility Working Group	SH
17 th March 2026	Nominations Committee – Hall of Fame	Chair
17 th March 2026	Insurance clarity – BJA	JMc

17 th March 2026	Randori Judo Club member letter	JMc
17 th March 2026	New Club Applications forward to BJA and added to Just Go	FM
17 th March 2026	Update Club Welfare on University of Stirling Judo Club	FM