

FEBRUARY 2014 BOARD MEETING: DISCUSSION AND DECISIONS

Fred Prosser informed the meeting of the death of Dan Marshall, founder members of BJC who had been awarded the British Empire medal last year for services to Judo.

CHAIRMAN'S REPORT

- **UK Sport Funding:** The Chair confirmed to UK Sport his commitment to British Judo; and reassured the Board of his long-term commitment.
- **British Championships:** Some great matches, excellent Judo.
- **European Club Championships:** There is a real need to encourage clubs to become involved. The competition now has two tiers and each tier's event will be held over one day, ie Premier and League I. The competition will take place in December 2014.
- **EJU:** Lisa Allan is now working with the IJF as the Competition Manager with the IJF Sport Commission. Loretta Cusack Doyle has been appointed to the EJU's Media Commission as a commentator (Live Streaming).
- **Schools Programme:** KB visited a school which is to put in a bid to try to get full time Judo in the school which will link with the community.
- **Ray Stevens:** Joined the national squad; this was his first involvement with the national squad since 1992.
- **International Player:** An Israeli player joined the squad for training, dynamics on mat were excellent. This Association will not get involved with any political issue.
- **British Open:** The Association was approached by AEG (company which owns O2 and Wembley Arena) with regard to the British Open taking place at Wembley arena. No commitment has been given, this is purely an investigative meeting. The next step is a scoping meeting.
- **Don Werner:** The Chairman stated that Don Werner's funeral was well attended and a worthy tribute to him. His death is certainly a sad loss for the Association. The Chairman suggested looking into the possibility of naming an event in his honour.
- **Dutch Team:** Representatives from the Dutch Federation had spent time at Walsall to find out more about the GB system. The feedback indicated that they were very impressed and felt GB had the best system to maintain and better improve the standard of Judo and it was an excellent model; the analysis and attention to detail were impressive.
- **JudoSpace:** Discussions had taken place with regard to the international student base and the process at Bath University to incorporate overseas students/Judo players in the Judo training programme.

CHIEF EXECUTIVE'S REPORT

- **Chief Executives' Leadership Programme:** Congratulations were extended to Andrew Scoular following acceptance onto the programme.
- **Independent Performance Review:** The Review took place approximately one year ago. A questionnaire will be circulated shortly to assess whether the recommendations made within the Review have been addressed and whether Performance is moving forward progressively in the right direction. This will also look at the reality of implementation and provides the opportunity again to assess and encourage the buy-in of coaches to the Performance Programme and to look at what has been done and what could be done to progress this particular matter.
- **Staffing:** Since the Chief Executive's report was circulated, Andy Wilesmith, Service Manager for the South Eastern region has resigned; this will certainly be a loss to the Association but contact will be maintained within the sporting world.
- **Events:** The debrief meeting for the European Open went well.

- **Men's European Open 2015:** The first structured meeting for the 2015 Championships has taken place. Representatives of the Association have been invited to join the 2014 bid team in order to gain insight into organisation and planning. The Association has invited representatives of the 2016 bid team to join our organising committee for a handover. Budgets have yet to be confirmed. Promotion of the 2015 event will start now with flyers available for distribution at the Paris tournament. EJU have approved in principle to run the VI competition alongside. Some concerns were raised but EJU were reassured. There would be different control points and entry points. UK Sport is allowing the Association to bid for additional funding to offset costs.
- **PSA:** Good feedback has been received following the pilots sessions. Resources are now being developed to the programme. Two further pilot sessions are to be held with the Bank of England in March 2014.
- **AGM:** The Chief Executive is looking at ways to generate more interest and it is hoped to hold a coaching/refereeing session to encourage greater attendance.
- **Child Protection:** There are no cases pending. The Chief Executive undertook to look at the way cases are reported to Board, ie the possibility of categorising cases as minor or significant. It was hoped that the Association will be able to move to an on-line DBS system. **ACTION: AS**
- **Conduct and Complaints:** There is one outstanding matter which has involved the services of Sports Resolutions, however, their Investigation has been held up by the complainant for personal reasons.
- **Appeals Training:** Sara Hayes recently attended a workshop on 'How to Run a Model Sport Disciplinary Process' and will undertake training for Board and Council members on a date to be arranged.
- **BJA Forum:** Access to the Forum was restricted to English Clubs and it was suggested it should be open to clubs in the Home Countries and to BJC Associate Members. The Chief Executive explained that at the moment this was not possible as the Association does not hold data on Home Country members and to gain access, the system requires a member's BJA membership number. To be pursued.
- **Behavioural Change Programme:** The Association had been awarded funding for the programme and discussions were at the initial planning stage with YES Agency. The aims/objectives of the two pilot studies (one semi rural and one urban) were to find out why people participate in Judo and the influencing factors which encourages them to join and stay, with a view to making recruitment and retention to the sport stronger. The focus is also on how to develop coaches and how clubs interact with their surrounding community and existing members. Mark Beecher will lead on this project. A working group would be formed to take this Programme forward. The Programme would be co-ordinated with the exercise to define the BJA's brand to ensure it is an integral part of the exercise.
- **British Judo Council:** The formal signing of the Agreement would take place on 27 February 2014. BJC membership data is ready to migrate and Sport England is aware of the affiliation and is keen for the Association to have influence over smaller Judo bodies. The Agreement recognises the BJA as the overarching body and BJC members become Associate Members of the BJA. The Agreement benefits the BJC in that they can utilise the name of the BJA in their contact details and benefits the BJA in that BJC membership will also be counted within the total BJA membership. BJC members will pay a BJA membership of £2.00 but will not receive the benefits of BJA membership, for example, they will not benefit from the BJA insurance scheme. With regard to conduct and complaints issues and the possible reputation risk to the Association, the Agreement will operate as the BJA and BJC have done in the past. Bernard Richmond QC deals with any BJC conduct/complaints issues through a tried and tests process. The two organisations liaise and will continue to liaise on any matters of concern. Reciprocal arrangements will continue to exist for BJC members to enter BJA competitions and vice-versa. The BJC will continue to run its own gradings. Colin McIver confirmed that there was a system for transfer which will not change.

- **Destination Judo:** The Association took over the administration of Destination Judo in October and an organised structure has been implemented. Currently, there are 186 members in one hub and 183 in the other hub. Preparations have started for the third hub. Payment for members by direct debit is being pursued and at this stage, the two established hubs will reach a breakeven point. It was noted that to cover all costs, including overhead costs for coaches/manager, 300/350 paying members are needed in each hub. This matter would be listed on the Risk Register in terms of the possibility of financial risk to the Association. Weekly meetings are taking place with the Destination Judo Manager to ensure the Programme is being properly monitored.
- **Director Appointments:** Board members terms of office profiles had been prepared. Directors' terms of office started anew with effect from the 2012 AGM (November 2012). Mac Abbotts and Rowena Birch were eligible for re-election in 2014. It was noted that Dave Clark was first elected in 2005. Mark Palios' and Chris Daniels' terms of office ended in February 2014 after their two year appointment. Board agreed to the re-appointment of Mark Palios.
- **Sponsorship:** A comparison of offers from interested sponsors was presented. Board agreed that Greenhill should be confirmed as the British Judo Association's preferred provider.
- **Ju Jitsu:** Initial discussions are taking place along similar lines to the arrangement with the BJC. However, it was noted that any negative impact on BJA would need to be negated in view of fact that this is not Judo to be sure that Ju Jitsu will fit under the Judo 'umbrella'. No commitment has been made.
- **Delivery Plan:** Key elements for focus in 2014/15 will be:
 - 1 To drive to increase membership by:
 - Acquisition, ie, liaising with organisations such as BJC and Ju Jitsu
 - Development of new programmes such as Destination Judo and other community and commercial developments to provide funding and income generating opportunities.
 - Investment and support of existing clubs to support growth in participation
 - 2 To ensure the profitability of community commercial programmes to support the Association in terms of funding and membership.
 - 3 To ensure long-term stability and grow BJA reserves. This will be achieved over an agreed period of time with an agreed target whilst at the same time, achieving the Association's objectives.
 - 4 Succession Planning
 - Funding Partners: Relationships with Sport England and UK Sport are very important as were the relationships with member clubs and individual members and the Association continue to engage with them regularly. International relations were also important; a meeting had taken place recently with UK Sport's International Adviser. It was important to maintain and grow the relationship with the EJU and IJF.
 - Safeguarding: The possibility of a networking event for club welfare officers would be investigated in order that common issues could be addressed amongst the Association's welfare officers.
 - Technical Programme: The need to engage with coaches and people who deliver the technical programmes continues to be addressed. The number of grading events will be increased with the aim of increasing participation by 15%. Coach education and development continues to improve with some elements being available on-line and it is intended to try to develop a technique development programme. The High Performance coach education programme has started and work will be undertaken with the Performance Department to finish the programme. A review of the coach revalidation programme will take place this year. It is hoped that referee education will be brought in-house this year to be developed along the lines of coach education so as to produce properly trained referees to teach. On-line training

diaries will be available. The Technical Director gave an assurance that information regarding planned courses would be communicated to all BJA staff, clubs and Areas.

- **Delivery:** The CRM system would provide data for analysis in terms of local needs and demands. Work will be undertaken with proactive clubs to build on delivery and new clusters and individual clubs requiring support would be helped to grow and improve judo development. The Commonwealth Games will raise awareness of the sport with Judo available on the BBC red button. Work will also undertaken around the baton parade.
- **Behavioural Change Project:** Should have an impact on member retention and support for clubs where required. The Membership Department now has a dedicated Retention Co-ordinator whose role is to call members who do not wish to renew their membership to find the reasons; this data will provide key information to feed into the Project. Payment by direct debit is also being pursued as a priority.
- **Sponsorship:** Much work continues to be undertaken to try to find a sponsor for 2015. The Association continues to work with agencies to find the illusive overall sponsor. 'Value in Kind' sponsors have come forward and engaged with the Association, Maximuscle for example, but the Association would like to engage with an overall sponsor prior to Rio 2016 Olympic Games.
- **Events:** Have been included under the costs of the BJA and have been identified within the Delivery Plan from a financial as well as delivery perspective. It is intended that all BJA events will be more streamline and effective. One key area to address is working with volunteer development to ensure that volunteers are used appropriately at events and given opportunities to train and develop through the competition pathway.
- **Website:** To be updated and maintained and redundant information relating to clubs is removed (ie, names of club secretaries being out of date). He added that club information should be updated through CRM as and when renewals are handled.

FINANCE REPORT

- **Reserves:** In the sum of £36K per annum had been included in the budget. No income/loss from community commercial projects had been factored into the budget as at the moment, this was an unknown quantity. The budget summary demonstrates the Association's targets for 2014/15. Finance policies would be updated as and when necessary. The Finance/Operations Director was working with Mark Beecher on the UK Sport Assurance Process.
- The Chief Executive confirmed that there would be a UK Sport audit visit this year.
- **Bank Accounts:** Maria Turnbull-Kemp informed Board that the Association has one bank account. To fall in line with FSA recommendations should the Association have more than £85K in one bank account, then consideration should be given to an additional account. This will mitigate against a loss in the event that the bank closes.
- **European Championships:** From finance and reputation risks viewpoints. The Chief Executive confirmed that initial meetings were about to take place when financial arrangements and commitments would become clear. The Event would have its own Risk Register
- **Elite Programme:** A potential deficit of £48K had been identified, the budgeting work undertaken over the last few weeks had reduced this deficit significantly.
- **Finance/Operations Policies:** The following Policies were approved:
 - Capital and Grants Policy
 - Computer Policy
 - Communication Policy
 - Equipment Policy
- **Events Strategy Working Group:** Seven events per year are currently managed and delivered by the BJA. The Association would like to put these events out to tender; three events are currently

hosted by Home Countries, Areas or clubs via a tender process. The working group comprising Andrew Haffner as Chair, Maria Turnbull-Kemp, James Sills, Keith Merrick, Stefan Newbury, Joyce Heron, Terri Elliott, Nigel Donohue, Dave Sanders and Dr Craig White, would look at current national events individually in terms of reducing costs in order that running events was sustainable and would include Special Needs events.

STRATEGIC PANEL: ENHANCING DELIVERY

- Work is ongoing with membership statistics which will provide detailed information as to where we are losing members. The Olympic bubble has burst and it is obvious that growth has stabilised. However, the BJC membership will make a considerable impact. The CRM is well equipped to provide information as to when and at what time members are joining the pathway and at what point they are leaving. The Association has been tasked with increasing the 14+ age group for funding; however, we have to look at supporting all age groups within clubs noting that ages 8 to 11 is core age group.
- On-line support material has been designed and posters are available for clubs to individualise and aid marketing and promotion which was demonstrated to Board. This will be piloted for a three months period. It is hoped to be able to provide template 'customer care' letters that clubs can download and use. A grading calendar is also under construction.
- Equality Standard: Information to be re-circulated to Directors for completion.

STRATEGIC PANEL: TECHNICAL STANDARDS

- **Fast Track Refereeing:** Board approved the recommendation that ex-international players are fast-tracked to become referees and the Technical Director undertook to prepare a system for fast-tracking for presentation to Board for approval.
- **New Contest Rules:** Board acknowledged that there was no choice but to implement the new contest rules as imposed by the IJF. However, members of the Technical Panel had expressed reservations. It was suggested that Board wrote to IJF with regard to the reduction to a four minute competition time for women as this would be a step back for women's Judo. However, the Chairman pointed out that the Board needed to be sensitive to the politics between the IJF and EJU and he undertook to explore this element in more detail. Board agreed to the recommendations made with regard to the new contest rules with the exception of the Masters Competition, which would be deleted. The Technical Director undertook to implement changes in the competition pathway and review in June 2014.
- **National Events:** The Technical Director explained that the IJF calendar had changed and had impacted on the national calendar of events, in particular, the British masters, and as a result, the Midland Area were unable to host the event as the venue was not available. However, an alternative host had been identified. With regard to national events identified Board approved the following hosting arrangements:
 - **British Kata Championships:** 2014: Southern Area
2015: Samurai Judo Club
 - **British Championships for 10/11 Year Olds:** 2014: Samurai Judo Club
2015: Midland Area
 - **British Masters Championships:** 2014: Samurai Judo Club
2015: Midland Area
- **High Grade Review Panel:** Board approved the Terms of Reference for the High Grade Review Panel and the appointment of Roy Inman, Colin McIver and George Kerr as pool members. The recommendation of these pool members would be made to the Nominations Commission before being formally appointed by the Chairman.
- **Dan Grade Promotions:** The recommendations for promotion had been circulated, however, the Chair of the Promotions Panel raised concerns he had not been consulted. It was explained that

there were several cases outstanding, of these, six applications had been rejected as they did not meet the criteria and the remaining three were put to Board at this meeting for decision in order that the new Chair could start afresh. An example of the new Dan Grade certificate was circulated amongst Board members.

- **Provisional Competition Controller Programme:** The Chairman undertook to speak with Bill Taggart to understand the arrangements within NIJF.

ANY OTHER BUSINESS

- **Commission Minutes:** It was agreed that in future Commission minutes would be submitted to Strategic Panels and any matters for the attention of the Board would be raised by the Strategic Panel.
- **Welsh Open for U15:** The Welsh Open for U15 would take place on 15 March 2015 in Cardiff. This information would be communicated as widely as possible.