

## MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS

HELD ON FRIDAY, 6 NOVEMBER 2015

AT 4.00 PM

WORCESTER SUITE, ORCHARD HOTEL, EAST MIDLANDS CONFERENCE CENTRE

University of Nottingham, University Park, Beeston Lane, Nottingham, NG7 2RJ

**PRESENT:** Ronnie Saez, Chair and Chair, JudoScotland  
Malgorzata Grzyb  
Sara Hayes  
Dave Clark  
Peter Blewett  
Loretta Cusack-Doyle  
Andrew Haffner  
Eddie Awford, Chair, England Area Clubs  
Fred Prosser, Chair, Welsh Judo Association

**IN ATTENDANCE:** Andrew Scoular, Chief Executive  
Colin McIver, Technical Director  
Maria Turnbull-Kemp, Finance and Operations Director  
Nigel Donohue, Performance Director (for item 15/109)  
Sally Hurman, Executive Assistant

**APOLOGIES:** Mark Palios  
Bill Taggart, Chair, Northern Ireland Judo Federation

**15/100 WELCOME**

The Chair welcomed all to the meeting.

**15/101 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**15/102 MATTERS TO BE TAKEN UNDER ANY OTHER BUSINESS**

Dave Clark asked that the position of Chairman be discussed.

**15/104 BOARD ACTIONS**

The Action List was updated as necessary.

**15/105 RISK REGISTER**

The Risk Register had been circulated. The following matters were highlighted:

- **Sport England Funding:** The restructure process is completed and has been implemented as of today and is not as high a risk at the moment. However, this will be a significant risk in 2017 and beyond. The risk has been downgraded but action will need to be taken in the future to mitigate the reduction in future funding.
- **Tokyo Submission:** The next funding cycle is going to be really tough. The Comprehensive Spending Review is due on 25 November 2015 and will have significant implications for Government departments and for home countries. Sport could lose up to 40% of Exchequer funding.

## **15/106 EUROPEAN CHAMPIONSHIPS REVIEW**

Sara Hayes confirmed that the Report has now been concluded and was sent out very recently. It now needs to go through maximisation process and will be sent to those criticised in the Report and for feedback. It was noted this is a time consuming process which cannot be rushed. There will be need a process timeline for dissemination to the public. Sport had advised on confidentiality and Freedom of Information. The Association will liaise with UK Sport to ensure the report released at the same time

Sara Hayes also confirmed that although Mark Palios was incapacitated at the moment, he was wholly involved in the discussions surrounding the Review and Report.

## **15/107 CHAIRMAN'S REPORT**

### **15/107.2 Tokyo 2017-2020**

The Chairman agreed with the previous statement made by the Chief Executive in that there were likely to be significant public sector funding cuts. He had attended a meeting of NGB Chairs at which Rod Carr and Liz Nichol were present and was told that Exchequer funding was likely to be cut between 25% and 40%. The message had been firmly conveyed that NGBs would be required to make hard decisions and targets will be designed to maximise the GB medal haul. The assessment process will also change which will be more rigorous and will affect the whole organisation, not just performance.

### **15/107.3 European Open, Glasgow**

The Chairman was delighted that the European Open in Glasgow had been a resounding success. Loretta Cusack-Doyle standard was excellent with input from other international competitors. The atmosphere in the arena was far better than the previous year and thanks were extended to JudoScotland for their publicity campaign. Feedback from Glasgow Life was positive. It was noted that the audience numbers approximately 2000 with 1354 pre-paid tickets. The competition also had the largest number of competitor entries. It was noted that one advantage of this completion was that it was en-route to the Paris competition the following week.

The Chairman confirmed, from a JudoScotland viewpoint that a lot of preparation work had been undertaken; Nicola Fairbrother had taken development classes beforehand which had gelled well; a dinner was held for EJU delegates on the Saturday evening and comments from Alexander Jatskevitch, EJU Sport Director, were positive in terms of the venue and organisation.

Maria Turnbull-Kemp confirmed that the financial detail will be available at the December meeting.

## **15/109 STRATEGIC PANEL: PERFORMANCE PATHWAY**

Nigel Donohue undertook to circulate his presentation. **ACTION: ND**

### **15/109.1 Tokyo Investment Process**

Nigel Donohue informed Board that UK Sport had held a series of workshops around the country; He and Gary Henderson had attended a very comprehensive and detailed workshop in Loughborough. Part of the process is to book an induction day with the UK Sport Performance Adviser which took place on 13 October 2015. There are six phases of the cycle for all sports with a web portal reporting system. Phase 1 is now completed and Phase 2, athlete target and analysis will be completed by Friday, 13 November 2015. Nigel Donohue was positive in terms of winning one medal, at the top end, possibly three. Looking forward to 2024, again he was positive in achieving one medal, again, possibly two, especially in the VI competition when today's younger players would have matured.

There are currently a lot of podium athletes, some of whom may retire, but there is depth in terms of ability and numbers with players in each weight category; eight players are on track to do very well at Tokyo 2020. The centralised system and support and the transition programme have had a significant impact. API reviews are currently being undertaken, including performance reviews and interviews, which is an opportunity for athletes to state their case as to why they should continue to be funded in order to maintain their focus and determination.

Further planning days will be planned for Phase 3 covers strategy and budget planning and must be submitted by 8 February 2016. Nigel Donohue will submit draft information before 11 January 2016 in order that UK Sport and review and comment giving him the opportunity to prepare final documentation. Board will continue to be updated. Phase 4 is a review of the submission. Phases 5 and 6 are both post-Rio. It was important to note that the process is combined Olympics and Paralympics throughout with the exception of the medal table.

A financial risk assessment will be undertaken once the CSR announcement has been made.

Discussions are currently taking place with other NGBs with regard to sharing services. Discussions are also taking place with home countries with regard to better integration and it is intended to have workshops for coaches and clubs in order that they can better understand and embrace and buy-in to the performance programme.

## 15/109.2 Recent Events

- **Glasgow European Open:** Probably the best competition in terms of attendance and results: One Gold and two Silver medals. Stuart McWatt gave a phenomenal performance.
- **Lisbon European Open:** Four medals for the girls.
- **Junior European Championships:** One Gold, one Silver and one Bronze medal, three 5<sup>th</sup> placings and one 7<sup>th</sup> placing. Results were a little disappointing but ten young players met the criteria.
- **Junior World Championships:** One Bronze medal and three 5<sup>th</sup> placings. Again, disappointing results but very positive in terms of good levels of performance. It was noted that an Appeal was lodged following a controversial decision and despite the admission of a mistake, the result was not altered.

Nigel Donohue confirmed that the high level of expectation of individual athletes and the disappointing results that have followed is being address through debriefs and the athlete's self-awareness and development. This feeling and expectation will soon migrate into the senior level where the expectation will result in placings and medals.

- **Paris Grand Slam:** Three 5<sup>th</sup> placings and two 7<sup>th</sup> placings.
- **UAE Grand Slam:** Two 7<sup>th</sup> placings.

The senior competitions are now becoming very competitive with strong players entering in view of the fact that world ranking points are available for Rio; therefore, the recent senior results are good because of the strength of the opposition. Nine players are currently in Olympic qualification; Gemma Gibbons and Natalie Powell will be going head to head over the next six months and will be fighting for one place. Four VIs are in qualifying positions for Rio.

ONST takes place this weekend. The BOA are presenting a workshop today to podium players. The Brazilian team has invited GB for a team challenge followed by two days training. Some athletes will self-fund to China on 20/22 November and the Tokyo Grand Slam will take place on 5/6 December 2015 followed by a training camp. Athletes will compete in the Pre-

Cadet and Cadet Championships on 5/6 December 2015 and the British Junior and Senior Championships the following weekend.

Dave Clark stated that there should be an aspirational target to get a GB referee to the 2020 Tokyo Olympic Games. The Chief Executive confirmed this was part of the performance strategy and undertook to look at the financial implications and support that might be given to an individual. Conversations also need to take place with EJU and IJF representatives to 'set the scene'. It was suggested that next year the European event should be linked with a referee training event in order that GB referees can meet their EJU/IJF peers; this would also be a good opportunity for coach education. **ACTION: AS**

#### 15/110 CHIEF EXECUTIVE'S REPORT

The Chief Executive's report had been circulated. The following matters were highlighted:

- **Sport England:** The Active People survey is changing to 'Active Lives' and will be completed on-line. Board **AGREED** that Chris Coleman, Judo Relationship Manager, should be invited to a Board meeting in the New Year. **ACTION: AS**
- **Home Office Governing Body Endorsements:** This refers to the employment of Tier 2 (Sportsperson) or Tier 5 (Temporary Worker) employees. Board **APPROVED** the document subject to minor amendments (removing the name Tracy Foreman and amending gymnastics to judo). **ACTION: AS/SallyH**
- **Annual General Meeting 2015:** Will take place on the following day. Papers had been circulated to Board. The President will attend and Chair the meeting. With regard to the Resolution to elect the three Directors, it was **AGREED** that the three individuals should leave the room whilst voting takes place. **ACTION: AS**

#### 15/111 STRATEGIC PANEL: ORGANISATION AND CULTURE

##### 15/111.1 Finance Report

The finance report had been circulated. The following matters were highlighted:

- As soon as the Sport England announcement was made, the budgets were re-forecast to the end of 2017 and enabled two roles to be retained in the restructure.
- The revised forecast has left Destination@BritishJudo at £5,000 income and Competition and Events at £10K income. The independent Review forecast expenditure remains at a maximum of £15K.
- The budget will now be reforecast to take account of the change in staffing structure and resultant savings on a monthly basis and will be reported to Board at the next meeting.
- The Reserves Policy will be revised. **ACTION: MTK**
- The accounts have been presented in a revised format using the traffic light system to highlight risks and negative figures (red) and (green) figures on track.
- Maria Turnbull-Kemp confirmed that debtors identified in the accounts (£143K) are current; rolling debt is relative low and pre-payments are included in the figure. Maria Turnbull-Kemp undertook to identify any significant debtors in the Board report. **ACTION: MTK**
- Sponsorship and Grants is the balance of the UKC income (approximately £10K) together with other grants.
- **Assurance:** The Sport England assurance process is currently in hand and will be submitted on-line. The Association has replicated the Sport England process and will update as and when necessary to ensure good practice. Executive summaries will be circulated to Board.

## 15/111.2 Events Report

The events report had been circulated. The following matters were highlighted:

- **European Open, Glasgow:** 2245 people attended. JudoStore made £4,200 income.
- **The Awards celebration dinner:** Will take place tomorrow evening with 250 attendees. It is intended to hold a silent auction to benefit the British Judo Trust.
- **British Schools Championships:** Andrew Haffner confirmed that referees and officials had been formally invited. He is preparing a rota of officials for the various competitions taking into account location of the competition and officials, family ties in order to reduce costs. He is also working with NIJF who wish to part-fund a group of officials for national events.
- **British Masters/Minors:** The event was held on 17/18 October 2015 and fell well short of the standard expected of a hosted event in terms of organisation and venue, ie, lack of a warm-up area, lack of a suitable podium, lack of a suitable backdrop. A report will be produced for Board for the next meeting. Whilst Board acknowledged and appreciated the role of volunteers, it agreed that set criteria should be met and the Association is well placed to give advice and support, which had been given.

## 15/111.3 Operations Report

The operations report had been circulated and was taken as read. Sara Hayes commented that operations was a narrow interpretation of what the Association does, however, it was noted that the report covered the Director of Finance and Operations areas of responsibility.

- 15/111.3.1 **Board Policies:** Peter Blewett commented that Board policies were reviewed every two years and drew attention to the need for the Safeguarding/Child Protection policy to be reviewed annually. The Chief Executive undertook to pursue with Keith Eldridge, Safeguarding Manager. **ACTION: AS**

## 15/112 STRATEGIC PANEL: COMMERCIAL AND FUNDING

Malgorzata Grzyb tabled an update report.

- **Sport Collective:** Continue to be proactive on behalf of British Judo, however, despite many meetings taking place, a lead partnership is still required. Perkins Slade and Hiscocks have been used to make approaches but nothing definitive has resulted as yet.
- **Automotive:** Figures are being finalised with Toyota. The Nissan offer is also being discussed; it was noted that Nissan is also a GB partner.
- **Benefit in Kind Sponsorship:** It was noted that it is easier to gain benefit in kind sponsorship as opposed to funding sponsorship. In terms of water sponsorship, a benefit in kind arrangement had been agreed for 15,000 bottles of water for future events. Physique have also agreed to provide £5,000 worth of tape for athletes.
- **Jellyfish:** The Chris Skelly video was presented to the Board which was excellent. Liaison with CIMAC will take place with regard to the gis worn in the video. Jellyfish is wanting to use the video as an introduction to other sports and sponsors.

## 15/113 STRATEGIC PANEL: TECHNICAL STANDARDS

Colin McIver had just had a meeting with England Areas to discuss the new structure and is looking forward to a new start.

## 15/114 ANY OTHER BUSINESS

### 15/114.1 Board Member: Term of Office

Board noted that this was the last Board meeting for Dave Clark after his fourth term, 12 continuous years' service. The Chairman thanked him sincerely for his very significant contribution to the Board and to the development of judo in the UK. Board recognised Dave's contribution with a glassware gift and a resounding round of applause. He responded that he hoped after the required break in service, he would return to support the Board and British Judo.

**15/115 DATE OF NEXT MEETING**

Date: Tuesday, 8 December 2015  
Time: 10.00  
Venue: British Judo Centre of Excellence, Walsall

**15/115.1 Dates of Meetings: 2016**

Tuesday, 16 February 2016  
Tuesday, 5 April 2016  
Tuesday, 21 June 2016  
Tuesday, 20 August 2016 (*29 August 2016 is Bank Holiday*)  
Tuesday, 25 October 2016  
Tuesday, 6 December 2016

There being no further business, the meeting closed at 8.10 pm