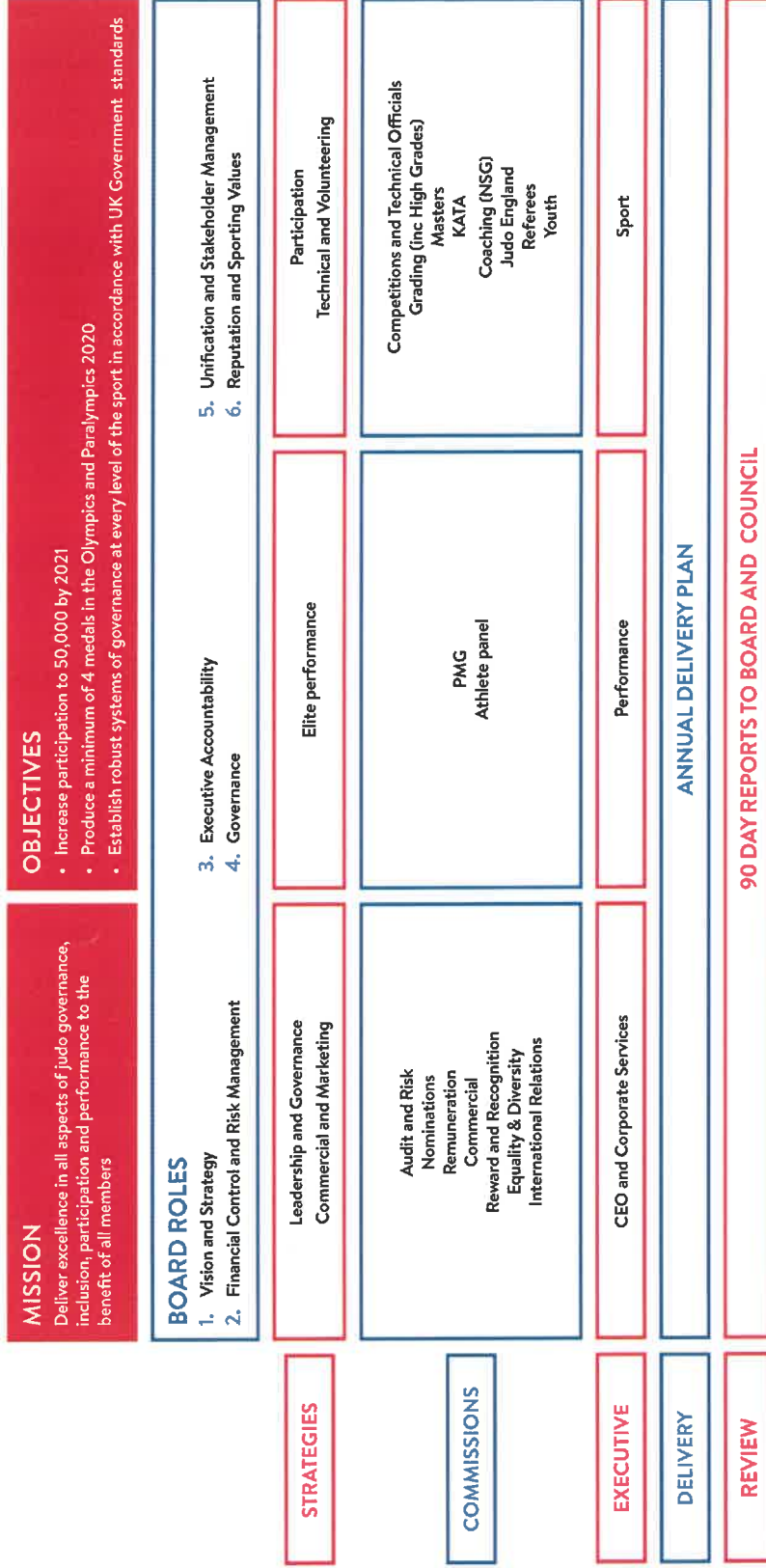


VISION

JUDO IS A WORLD LEADING JUDO NATION THAT IS ACCESSIBLE AND ETHICALLY DRIVEN



STRATEGY & POLICY

IMPLEMENTATION

REVIEW

The above diagram outlines the how the British Judo Association sets policy and strategy is formed and the implementation process together with the relationships between the non-executive and executive operates.

The following paragraphs attempts to outline this in more detail.

1. The Board have clear responsibilities of:

1 Vision and Strategy	4 Governance
2 Financial Control and Risk Management	5 Unification and Stakeholder Management
3 Executive Accountability	6 Reputation and Sporting Values

From the Board sets the key milestone and direction and devolves the detailed planning of specific areas to the Strategic Panels.

Each of the specific commissions with appropriate terms of reference and specialist judo or technical expertise to set the strategic direction and policy.

Each Commission will have the appropriate chair based on the right person for the position there will also be an executive member of staff with specialist expertise in the areas to support the Commission and Chair.

While there are specific terms of reference for each Commission there are two key functions of these groups.

- A) to set the direction of the specific area which is then incorporated and budgeted within the strategic plan and onto the annual business plans.
- B) to check challenge and monitor the programme of activity delivered by the executive staff through the annual business plan and associated action plans for the executive staff.

The Board agenda is then driven by an annual agenda points based around key issues. Eg in the November of each year the Board receive and discuss the first draft of the Annual Business Plan, which starts 1st April of the following year.

In addition to the key agenda items each Commissions report on activity and process together with any potential issues and policy comments for decision-making.

The executive takes this direction and translates this in to action plans and work programmes of the staff in the field. This is monitored and evaluated by the managers and onto the Commissions. Each quarter the Board receives an organisational overview of actions and progression against the KPIs in addition to the normal update at each Board meeting. This Quarterly Review will also be checked and challenged by the Council as per the new Memorandum and Articles.

Through this structure and organisation the Board and Council are kept aware of activities and direction of travel for the BJA. It also is a strong system to ensure that the executive and non executive work in partnership for the benefit of the sport.

RW gave the Board Members an overview of some of the points which had come from a meeting of the Audit & Risk Commission on 19 September 2017:

- New Terms of Reference has been drawn up using best practice.
- Decision has been made that the Audit & Risk Committee will be made up of:
 - Independent Director
 - Executive Director
 - Ronnie Saez as Chairman
 - Ryan Wilkinson
 - Claire Lish
 - Malgorzata Gryzb
- Policy Review to be carried out and included on the Board Meeting agenda as a standard item.
- Claire Lish to be given access to the Policy file.
- Risk Register looked at but felt to be very information heavy.
- Membership Fees considered and the Commission had reached agreement that an annual or bi-annual increase /increment be made
- Commercial Contracts considered and a recommendation made that any commercial contract more than £10,000 would be reviewed by the Audit & Risk Committee and presented to the Board for approval. This was also agreed by the Auditors.
- The following policies were reviewed and agreed by the Board:
 - Recruitment Policy
 - Equality Policy
 - Bullying & Harassment Policy
 - Family Leave Policy
 - Immigration Policy