

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON TUESDAY, 27 JUNE 2017**  
**AT 10.00 AM**  
**BOARD ROOM, BJA CENTRE OF EXCELLENCE**  
**UNIVERSITY OF WOLVERHAMPTON, WALSALL CAMPUS, WOLVERHAMPTON, WSI 3BD**

<b>PRESENT:</b>	Ronnie Saez, Chair and Chair, JudoScotland	(RS)
	Andrew Haffner	(AH)
	Loretta Cusack-Doyle	(LC)
	Malgorzata Grzyb	(MG)
	Ryan Wilkinson	(RW)
	Eddie Awford, Chair, England Area Commission	(EA)
	Peter Blewett	(PB)
<b>IN ATTENDANCE:</b>	Andrew Scoular, Chief Executive	(AS)
	Gary Henderson, Corporate Services Director	(GH)
	Mike Cooper, Financial Controller	(MC)
	Colin McIver, Sport Director	(CMcl)
	Nigel Donohue, Performance Director (part time)	(ND)
	Sharon Hellend (Minute Taker)	(SJH)
<b>APOLOGIES:</b>	Alan Rickard	(AR)
	Fred Prosser, Chair, Welsh Judo Association	(FP)
	Bill Taggart, Chair Northern Ireland Judo Federation	(BT)

**29/1 WELCOME**

The Chair welcomed and thanked everyone for attending the meeting.

**29/2 APOLOGIES**

Apologies had been received from:

- Alan Rickard
- Fred Prosser
- Bill Taggart

**29/3 DECLARATIONS OF INTEREST**

RS declared an interest in item 8 of this meeting (Chairman's Appointment) and therefore, would take no part in the discussion of this item.

**29/4 MINUTES FROM PREVIOUS MEETINGS**

**29/4.1 MINUTES OF THE MEETING HELD ON 23 MAY 2017**

Page 2 – Item 28/4 (19/13.1) – *Relationship between the BJA and BJJ* – The spelling of Gracey is to be corrected to 'Gracie'.

Page 3 - Item 26/7 – Chairman's update (paragraph 2) – A request was made to give more clarity regarding the definition of 'volunteers'.

**Action: AS**

The Board confirmed that once the above changes have been made, they were happy to accept the Minutes as a true and accurate record of the meeting.

**Proposed: EA**  
**Seconded: PB**

## 29/5 ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)

AS updated the Board in respect of Board actions:

**19/13.1: Relationship between the BJA and BJJ** – AS informed the Board Members that following the meeting with Sport England whereby the situation had been explained to them, they have requested that the association makes contact with the other two organisations. It was agreed that AS would write to Ray to let him know what has been said and to also follow this up.

**Action: AS**

The Board members felt that it was a massive strategic opportunity for both the BJJ and BJA to work more closely together and it was felt that more flexibility is required on how judo is approached and how judo can embrace other activities.

*10.20 a.m – Andrew Haffner arrived*

Discussion continued regarding the relationship between the BJA and BJJ and it was suggested that a strategic working group be formed to progress this further to determine what our strategy is and draw up a scoping paper. It was also suggested that investigations be made as to how clubs can embrace it and how the BJA can make recommendations to clubs on what to do. RW and PB both confirmed that they would be willing to be involved with this group. It was therefore agreed that AS/PB/RW and also LC meet to discuss this in more detail.

**Action: AS**

**25/8 – Communications & Marketing** – The tender has now been finalised and will now be sent to MG. It is hoped that it can be sent out in the next 4-5 weeks.

**25/8 – BJA Facility at Walsall – Walsall Facility** – AS advised that GH was currently attending a meeting with the University to discuss this and would be able to provide further details when he arrives at the meeting.

**25/8.1 – UK Sport/Sport England Annual Assurance Process** – AS advised the Board that it had not been necessary to chase this report up any further as it had now been received. As previously the BJA have been rated green/amber with no major elements requiring attention. AS advised that the report focuses mainly around the governance changes, most of which have or are being dealt with. AS advised the Board that approval of this document is now required.

The Board again stressed their disappointment at the length of time it had taken for Moore Stephens to compile and submit the document to the BJA which due to the delay had resulted in the report now being somewhat out-of-date. The Board acknowledged that the priority now appears to be the culture that exists within high performing NGB's but did not feel that this report addressed this.

The Board were advised that the report needed to be returned by 3 July 2017 and following a discussion the Board were happy for the document to be approved.

AS agreed to update and return the document to Moore Stephens by the requested date.

**Action: AS**

*10.40 a.m – GH arrived*

28/7 – **Chairman Appointment** – MG has spoken to the applicants and feedback has been given.

28/9 - **Chief Executive Update** – letters to the Senior Independent and Independent Directors have been written and both MG and RW have confirmed their acceptance of these roles.

28/9 - **Chief Executives Update – Baroness Tanni Grey-Thompson document** – response still to be drawn up.

**Action: AS**

28/13 – **Cameras** – the purchase of new cameras is being looked into with initial costs thought to be in the region of £12,000-£15,000.

28/13 – **Members Contact with Board Members** – Sharon’s details have now been added to each Board Members profile on the website as requested.

28/13 – **Declarations of Interest Forms / Good Character forms** – These have been circulated around the Board and a request made to return these to the BJA office as soon as possible.

**Action: All**

28/13 – Board & Council Review Meeting – A poll has been circulated around the Council and Board Members to try to establish a date when this meeting can take place.

**Action: AS**

## 29/6 RISK REGISTER

The Risk Register circulated prior to the meeting was noted as there had been no changes made since the May 2017 meeting.

AS informed the Board that this would be the subject of a major review at the October 2017 meeting.

## 29/7 EQUALITY PLAN UPDATE

James Woodland joined the meeting to make a presentation regarding the Equality Plan (copy attached for reference).

Discussion took place and it was agreed that someone from the Board would need to lead on this and it was decided that this would be identified following the appointment of the two new independents. The executive Lead in this area would be agreed at the next SLT meeting.

**Action: AS**

## 29/8 CHAIRMAN APPOINTMENT

MG gave a resume to the Board with regard to the appointment of a new Chair and reminded the Board that at the last Board meeting they had approved the appointment of RS as Chairman. However, there had been some discussion and concerns as to whether there would be any conflict of interest with RS being Chair of both BJA and Judo Scotland but the Board had felt that this could be managed. Therefore, based on this, RS’s appointment to Chair was approved.

However, in order to ensure that a proper process was being followed, RS, MG and AS, together with Jonathan Hall, met with Liz Nichol, CEO of UK Sport, following this approval to discuss this further and seek their approval. Following this meeting, UK Sport have now confirmed that they are comfortable with the arrangement of RS holding the position of Chair for both the BJA and JudoScotland. However, should a conflict arise, then RS would be asked to remove himself from

that conversation to allow a decision to be made about that conflict. The Board were happy to accept with this arrangement.

RS thanked the Board for having confidence in him to carry out the role of Chair and advised that he is looking forward to continuing to work with all the Board and PB in his position as Vice Chair.

### **Confidentiality**

MG drew Board Members attention to confidential matters which are discussed both in and out of Board Meetings. The Board were informed that following the decision at the May 2017 meeting to appoint RS to Chair, news had reached RS before MG had had a chance to speak to him. MG voiced her disappointment at this and asked that the Board be mindful of what conversations take place outside of the Board Room.

## **29/9 INDEPENDENT APPOINTMENTS**

The Board were updated with regard to the two vacancies that exist for the role of Independent Non- Executive Director. They were advised that a Nominations Panel has been set up consisting of George Kerr/Ronnie Saez/Malgorzata Grzyb/Ryan Wilkinson/Brian Davies and Ronnie Scott, all of whom will evaluate the 19 applications that have been received against the following criteria:

- Previous Board experience
- Being able to demonstrate strategic thinking
- Reason for applying
- Knowledge of Governance
- Legal experience
- HR experience
- IT/Digital security experience
- Professional capability
- Judo knowledge.

This will ensure that the BJA Board has a good cross section of skills and fill the skills gaps that have been identified.

It is hoped that first interviews can be held on 12 July 2017 and once interviews have taken place, a proposal will be presented to the Board for review/approval.

*Post Board Note – Due to medical issues, Brian Davies has asked that he not be included in the recruitment process for this role at this time.*

## **29/10 CHAIRMAN'S UPDATE**

**29/10.1** The Chairman's Report circulated prior to the meeting was noted. There were no concerns raised.

## **29/11 CHIEF EXECUTIVE'S UPDATE**

The Chief Executives Report circulated prior to the meeting was noted with particular mention being made of:

**Disciplinary Action** – 2 disciplinaries have been dealt with and one more investigation is still to be carried out. AS advised that because of this he was unable to give any further update until this had been concluded.

**Leadership Team Training** – UK Sport are providing some support and development for the performance side.

**Tender documents** – (item (i)) Error in the text – ‘Masters’ should read ‘Veterans’.

**Commissions Review** – AS to meet up with FP and AH to review all of the Terms of References for the Commissions. It was also felt that RW should look over these documents. AH offered for this meeting to take place at his club. AS to propose a date and liaise with all people concerned accordingly.

**Action: AS**

**Walsall Facility** – GH gave an update on the Walsall facility advising the Board that the grant application to Greenshoots and the Department for Communities and Local Government had been refused due to:

- The funding would not be going to the University and;
- BJA are only relocating for operational purposes and thus would not be creating any new vacancies.

As a result of this unsuccessful bid, the BJA now have insufficient funds available for the purchase of portakabins.

The Board were informed that the Architects are still looking at the plans with a view to making recommendations to the University in September and which will be discussed further at a Governors meeting in November.

The University are looking to move everyone out of the WA building but the BJA will not know the full extent of how it will be affected until September 2017.

GH advised the Board that the Architects are fully aware of BJA’s circumstances and the issues that it will cause with the loss of the Strength & Conditioning gym. In terms of the rebuild the first phase of the building work will be to decommission the whole of the WA building which will take approximately 15-16 months to complete. However, this first phase will be purely student focused with the construction of a new refectory and student hubs. The rebuild of the Institute of Sport buildings, which will include a new office facility for the BJA, is not expected to commence until 2023-24. However, more information on this will be known once the Architects submit their recommendations in September.

A short discussion took place and the Board voiced their concerns with regard to the risk to athletes that may be caused during the construction works and in particular the issue of dust. It was agreed that this would be looked into and consideration will also be given as to what action will need to be taken if the Strength and Conditioning gym is lost in the first phase of the works.

**Governance Action Plan** – The Board were asked to note the revised issue of this document. AS also circulated a document from the Sports & Recreation Alliance which was in line with the UKS/SE Code and its principles and it also contained case studies that he thought the Board Members may find of interest. The Board Members were requested to give some thought as to the signing up to these principles. AS advised that he would send an email around in the next 7-10 days to obtain Board Members thoughts on whether or not to sign up to these principles.

**Action: AS**

However, the Board were inquisitive as to how this Code of Governance compares to the one from UK Sport. AS reminded the Board that the BJA have signed up to the Code issued by Sports & Recreation Alliance in 2010 but that this version now being circulated for consideration had been updated to fall more into line with the new Governance Code laid down by UK Sport.

**Judo England Representative Director and Elected Directors** – AS advised the Board that he had met with UK Sport last week to discuss the governance element and the transition arrangements and reminded the Board that in order to ensure that the BJA are code compliant, all arrangements needed to be in place by 31 October 2017.

Discussion took place regarding current elected Directors standing down before the end of their terms to allow for a smooth transition arrangement.

After discussion it was agreed that a couple of the appointments should be phased although AH and PB acknowledged that they could not serve beyond 2020. The Board were also keen to involve AR in discussions regarding this.

It was agreed that AH and PB would give this their full consideration and report their decision back to the Board at the August 2017 meeting and the Chairman would discuss with AR.

**Action: AH/PB/RS**

The subject of the Judo England Director was discussed and AS informed the Board that any names would have to be received by 1<sup>st</sup> July 2017. The Board felt that it would make sense to have this election first before the general Board Director positions. AS advised the Board that should a member of the Board be nominated and appointed for the Judo England Director, then they would need to stand down as a current Board Member. However, if they were unsuccessful in their application for the role, then they could still stand for the general Board Director elections. The timescale was discussed with elections taking place in the summer and would be confirmed at the AGM in November 2017.

#### **Nominations Committee**

The Memorandum and Articles will be amended to ensure that the Nominations Committee meet the Governance Code of a majority of Independents on the Nominations Committee. This would require some membership engagement through roadshows in September/October with a view to putting forward a resolution to the AGM.

**Action : AS**

**Safeguarding** – The safeguarding report was noted and AS advised the Board that although there appears to be a lot of cases, the reason for this is due to the fact that as many of them are the subject of a police investigation, information is still awaited for cases to be concluded.

AS advised the Board that it is hoped that Keith Eldridge will be able to attend the August 2017 Board Meeting to make a presentation to the Board and answer any questions or concerns that they have surrounding any Safeguarding aspect.

**Action: KE**

29/12

#### **AUDIT & RISK**

**PCI Compliance and General Data Protection Act** - The Corporate Services Report circulated prior to the meeting was noted and the Board were asked to give consideration to approving this Act to ensure that the BJA remains compliant.

GH gave the Board a brief overview to the Board advising that this is a European law which, once BREXIT has been finalised, will come into UK law. GH explained that it may be necessary to designate an Officer or a Consultant for this but before making a decision as to whether this is required, an independent audit will be carried out by Nikesh Vaghela – Head of IT. The Board were happy to approve that an audit be carried out.

**Action: GH**

**Marketing** – A scoping paper is to be drawn up in the next couple of weeks to detail how the BJA are to proceed in the future and engage with its members.

**Review of the website from the Members** – The Board Members attention was drawn to pages 16, 17 and 18 of the Corporate Services Report where further details of feedback has been provided. GH will now liaise with the BJA's Communications Manager, Ben Pollard, to speak to our Web providers to make any amendments as necessary.

**Marketing Tender** – GH to forward the tender assessment to MG and discuss outside of the Board meeting.

There were no other concerns or questions raised.

## 29/12.1 FINANCIAL FORECAST TO YEAR END

MC advised the Board that the Auditors are due to complete their audit imminently with initial indications being that the audit has gone well and there are no major concerns. MC advised that although there may be some changes to the Profit and Loss Account and Balance Sheet the bottom line figure of £9,000 has now been confirmed.

MC further advised the Board that although the Auditors had no major concerns with regard to debtors, they have queried the £73,000 worth of debt spread across membership. MC advised the Board that he has spoken to Harriet Whittam about this and efforts are underway to establish what can and can't be written off.

**Action: MC**

MC went on to explain that the Membership Department are very proactive in trying to recover the debts and are working hard to try to get Members to pay via Direct Debits. As MC is of the belief that it is new debt which is causing the issue, payments by direct debit will hopefully help to reduce the amount of debt showing. A brief discussion took place and the Board felt that a system needs to be in place whereby collections are maintained. The Board were reminded of BJA's association with NEST whose role it will be to help with this situation by making collections on behalf of the BJA.

The Board were informed that once the accounts are available, a meeting will be set up with the Auditors to include AS/GH/RS/RW. AS requested that the dates between 26/07/17-14/08/17 be avoided due to annual leave.

**Action: MC**

MC advised that now that a new financial year has begun, the situation is looking healthy with the balance already standing at £85,000 but explained that this is mainly due to the funding from Sport England and UK Sport having been paid upfront to the BJA.

## 29/12.2 EVENTS

The report that was circulated prior to the meeting was noted and after discussion, the Board agreed with all of the recommendations contained in the report. It is hoped that the Veterans event will take place 14-17 June but this is yet to be confirmed.

29/13 SPORT DIRECTORATE

29/13.1 Judo England Commission: Meeting Date

Following a short discussion, the date of 29<sup>th</sup> July 2017 was set for the next Judo England Commission meeting. RS tabled his apologies as he would be on holiday.

29/13.2 Membership & Grading Statistics

CMcl presented the membership and grading statistics for the period 1<sup>st</sup> April – 27<sup>th</sup> June 2017.

Membership at 32,777, although down on same period last year, it was up 461 on the baseline set for this funding cycle.

Gradings at 6,594 were up 323 on the same period last year.

29/13.3 Membership & Grading Fee Review

CMcl gave a short presentation on the need to review the membership and grading fees which had not increased since August 2013. He suggested that we had too many categories of membership, some which provided no benefit for either the member or the Association. He also reminded the Board that any price increases would have to include the £1.00 for the British Judo Trust previously agreed.

It was stressed that consideration needed to be taken over the introduction of the increases - AS and CMcl would liaise with Communications to get the message right. Following discussion, the following membership categories and fee increases **were agreed** for implementation on 1<sup>st</sup> September 2017.

Membership Categories	Membership Entitlements
Full Membership - Senior Membership - Junior Membership - Junior Under 8 Membership Student/Military Membership	Full access to all activities and services appropriate to age and grade.
Recreational Membership	Limited access to activities and services appropriate to age and grade and depending on the membership category.
Introductory Membership	

Category	Current		Suggested		Comments
	New	Renewal	New	Renewal	
Full Membership:					
Senior	£38.00	£35.00	£40.00	£38.00	Includes £1.00 Judo Trust contribution
Junior	£27.00	£24.00	£29.00	£26.00	Includes £1.00 Judo Trust contribution
Junior Under 8	£20.00	£20.00	£22.00	£22.00	Includes £1.00 Judo Trust contribution
Student/Military	£24.00		£26.00	£24.00	
Recreational Membership	£15.00		£15.00	£15.00	
Introductory Membership	£15.00	-	£15.00		4 months non-renewable

Grades	Current	New	Comments
Dan (Technical)	£35.00	£40.00	
Kyu	£10.00	£12.00	
Mon	£10.00	£12.00	
Mon (under 8)	£7.50	£7.50	Will be phased out over next year.



### 29/13.3 Sport England Targets & Measures

CMcl reported that the targets and measures for the current funding cycle had been submitted to Sport England (SE). We were still awaiting confirmation but indications are that they will be approved. Final sign off by SE was scheduled for the end of June but this has been delayed for several weeks.

### 29/13.4 Minimum Age for Coaches

As part of the recent re-endorsement for our UKCC awards and an internal review of our coach awards, there was a request from the Technical Manager to reduce the minimum age of the level 1 – 3 coach awards. This would bring us into line with many of the other sports and satisfy a demand from younger members and coaches. CMcl suggested that lowering the age restrictions would allow us to engage with young players at an earlier stage in their development. The following minimum ages were agreed:

BJA Level 1	16 years (not able to coach alone until the age of 18)
UKCC Level 2	17 years (can start the learning programme at 17 but can't coach alone or run club until 18)
UKCC Level 3	20 years

### 29/14 PERFORMANCE/PMG

ND gave the Board Members an overview and update of the Performance by means of a presentation (a copy of which is attached). The Board were advised that the BJA are on track with medal targets in terms of transition of athletes on to the programme.

The Board Members attention was also drawn to Tim Ellis who had accepted the role of Performance Pathway Manager and although a start date had not yet been determined for him, it was hoped that he would be able to commence by August 2017.

Efforts are currently underway to recruit a Performance Welfare Officer with consideration being given to ex-military personnel. This decision was taken following a conversation with UK Sport. The closing date for the role is Friday 7 July 2017 with interviews anticipated to take place shortly afterwards.

There were no concerns from the Board regarding the Performance Department or the PMG.

### 28/15 ANY OTHER BUSINESS

There was no other business.

### 29/16 DATE OF NEXT MEETING

The next Board meeting had been scheduled to take place on Tuesday 29 August 2017. However, due to commitments by some of the Board Members, it was agreed that the next meeting takes place on Tuesday 22 August 2017.

#### Future Meetings:

Tuesday 17 October 2017  
 Saturday 11 November 2017 (AGM & Annual Awards Dinner)  
 Tuesday 12 December 2017



RS thanked everyone for their time at today's meeting and there being no further business, the meeting close at 2.50 p.m