

APRIL 2014 BOARD MEETING – KEY DISCUSSION AND DECISIONS

STRATEGIC PANEL: PERFORMANCE PATHWAY

- **Newly Constituted PMG:** PMG had been restructured with new Terms of Reference and now comprised Dave Clark, Ronnie Saez, Mac Abbotts, Andrew Scoular, Nigel Donohue and Colin McIver. Mark Palios stressed the need for UK Sport to remain informed and closely involved for the benefit of Judo. He also emphasised the need for the Terms of Reference to align with the Strategic Plan and the Panel/Commission structure and should be approved by Board.
- **Rule Change - England Junior/Senior Open:** Dave Clark had agreed, on behalf of the Board and in discussion with Mac Abbotts and the Referee in Charge, to lift the Golden Score 10 second rule. The decision was taken to enable players to gain points towards Dan grades and was particularly relevant to female players who do not have the same opportunities to grade as male players.
- **Turnaround Improvement Programme Tracker (TIP Tracker):** The TIP tracker requires information to be provided and must be regularly updated. This will form the basis of the reporting structure to UK Sport for additional funding.

CHAIRMAN'S REPORT

- **BJC:** The Affiliation Agreement had been signed by both parties and was, in effect, an update of the 1994 Agreement.
- **AJA:** Mark Beecher confirmed that arrangements would be made to follow-up the Agreement with the AJA.
- **Leaders in Business:** The Chairman and Chief Executive had attended a 'Leaders in Business' meeting to gain insight into how to change and progress the Association.
- **UFC:** The Chairman and Chief Executive are in discussion with UFC to pursue sponsorship opportunities.
- **British Schools/English Open:** This was a strong event and feedback was positive. Thanks were extended to Malcolm Collins for an excellent British Schools competition with over 500 entries.
- **Southern Area:** The Chairman and Chief Executive had attended a very positive meeting with Southern Area representatives.
- **Centre of Excellence:** Professor Mike Chamberlain was leaving the University of Wolverhampton. The Chairman and Chief Executive would continue to meet on a quarterly basis with Professor Iain Oakes in order to maintain the relationship with the University going forward. It was noted that Dave Elmore, Administrator, had resumed his role with the University. Stefan Newbury had been appointed as the Centre's Administrator.
- **British Wrestling:** An initial meeting had taken place to explore the possibilities of the use of the Centre of Excellence for other combat sports.
- **Northern Ireland Open:** The Chairman thanked Bill Taggart for his invitation to the NI Open at which Gemma Gibbons had competed.
- **5th Dan Promotion:** On a Saturday night ITV show, Joe Glynn had been presented with his 5th Dan at Formby Pavillion Leisure Centre in Stockton on Tees.
- **Commonwealth Games 2014:** A Chairs' Network meeting had taken place and further meetings will be ongoing to ensure that Games in Glasgow are successful. The 2014 and 2015 European competitions provide a showcase for Scotland and Glasgow in particular. JudoScotland is organising a dinner of the CWG to influence the Commonwealth decision makers to make Judo a core sport. Marius Vizer will be in attendance.
- **JudoWise:** Initial discussions had taken place with Geoff Thompson, Karate World Champion, which will be pursued with regard to grass roots and MMA.

- **AEG:** The Chairman and Chief Executive are in discussion with AEG with regard to the possibility of the British Open taking place at Wembley Arena and developing the competition into a British Judo event.
- **Brazilian Ju Jitsu:** A meeting had taken place with Ray Stevens with regard to an Affiliation Agreement along the lines of that with the British Judo Council. Ray Stevens will be invited to make a presentation to the June Board meeting.
- **Chief Executive:** The Chairman had met with Mark Palios to review the Chief Executive's performance against KPIs and was pleased to confirm to the Board that overall, objectives had been exceeded which was a credit to himself, BJA staff and the team.
- **Nominations Commissions:** Peter Blewett agreed to Chair the Nominations Commission.
- **Standards of Conduct:** The Chairman commented on observations he had made whilst attending training camps, competitions and events. He emphasised the need for players, coaches, officials, volunteers and spectators to have a code of conduct to advise on how they should conduct themselves as representatives of their clubs and the wider Judo community. He felt that the Association needed to re-engage with its officials and members to promote and reinforce standards of etiquette and suggested that this could be achieved by including an element on conduct and etiquette within the various BJA courses. Overall, the historical traditions of Judo should be reinforced to everyone within the Judo community for the benefit of the sport. With regard to discipline, procedures and policies were in place to deal with issues that arise, to ensure fair process, transparency and to ensure that matters are handled professionally.
- **Affiliation Agreements:** Concern was expressed with regard to the possibility of a negative impact on and reputational risk to the Association as a result of Affiliation Agreements in terms of possible loss of BJA membership to the other organisations or the possible absence of policies/procedures or policies/procedures that do not meet the standard or requirements of the BJA, for example, Child Protection Policies. Concern was also expressed regarding the coaching qualification requirements within various organisations. Assurance was given that work was in hand to map out requirements to ensure that processes and policies are in place and in order; the BJA could share its policies and procedures to ensure that Affiliated organisations are compliant with BJA standards. It was generally agreed that the Association should aim to embrace and work with other combat organisations. The BJA is well regarded as an NGB which has achieved an excellent standard of governance and structure. It is hoped that the BJA can become the umbrella organisation for other combat sports.

CHIEF EXECUTIVE'S REPORT

- **Discrimination Complaint:** The complainant had raised concerns which were being investigated. The complainant had contacted Board members but it was agreed that this was an operational matter.
- **Sport England Funding:** This was raised in connection with the possibility of failure to meet membership targets; the underlying trend is for Sport England not to award funding for failing to achieve targets.
- **Board Handbook:** Amendments to the Handbook were tabled to be inserted into the relevant sections of the Handbook.
- **Commonwealth Games:** Provided an excellent opportunity to host an event to promote Judo as a core sport for future Commonwealth Games.
- **Performance Review:** The original review had taken place in January 2013, for which Mark Palios had taken the lead; this would not now be reviewed in the way that had been previously agreed in view of the introduction of the TIP Tracker. Mark Palios agreed that the UK Sport Tracker provided an improvement process which would ultimately put the Association in a better position.
- **UK Sport Judo Adviser:** Matthew Archibald had been appointed to the position vacated by Phil Gallagher. The Chief Executive and Chairman will meet with him following his confirmation of his appointment.

- **Minister of Sport:** A half-hour meeting had been secured with the Minister on 15 May. The Chairman and Chief Executive will try to get the 'Judo message' across to the Minister in that time.
- **Non-Executive Director (Commercial):** Six applications had been received. A shortlist of candidates will be selected by the Panel which comprises the Chairman, Chief Executive and Ronnie Saez, as Vice-Chair.
- **Discover Judo (Sportif):** Sportif will be part of the behaviour change programme.
- **Communications:** It was noted that communications and media interest in the Association had increased considerably. The first online version of Matside is imminent. The Association is now able to communicate with the membership by email direct through the CRM system.
- **Conduct and Complaints:** It was noted that one complaint was ongoing. Investigation interviews had taken place and one further interview was to be conducted.
- **Destination@British Judo:** Marc Preston joined the meeting and updated Board with regard to the Destination@British Judo Programme which had started as a pilot project in October 2013.
 - The model used for Desination@BritishJudo was Durham/Darlington (Marc Preston's own area)
 - Hubs had been set up in two areas: Gateshead and Stockton on Tees
 - Equipment, vans, mats, sound equipment had been provided
 - Promotional flyers and other documentation had been produced
 - Documentation for the pilot project had been produced with regard to club processes, procedures and pathways. A summary of the pilot to date was available
 - Blue prints for training and working with schools sports partnerships had been produced
 - Coach to coach sessions take place every six to eight with each Destination@British Judo coach to ensure that all coaches operate to the same structure and criteria. To date, nine sessions have taken place. A working schedule from 7 January to 31 July had been produced, this was being piloted
 - 99 schools have been visited
 - 781 taster sessions had taken place
 - 19,500 children had attended classes
 - Currently, 455 registered players each paying £18.00 per month; Stockton and Gateshead are now making a small surplus which can be reinvested in the Programme
 - 12 clubs have been established
 - Gradings have taken place
 - Two squads have been set up
 - Gateshead had been selected as a new area for Destination@BritishJudo clubs; partnerships with relevant sports organisations and local schools were formed and staff appointed and trained appropriately. Stockton on Tees had been selected as a hub and a coach appointed. The pilot in this area has been extended to 1 October 2014 and will cover the school summer holiday period. A third area started in January 2014 in Sunderland; there are currently two clubs with 50 children of whom 22 in the squad. It was noted that 75% of attendees paid by direct debit. The programme had not done as well as expected and reasons were outlined as to why, ie, the North East had been greatly affected by the national recession and the market is dead, hard times have hit most families; funding has either been withdrawn or reduced. As a general trend, clubs are not growing (using data from Marc Preston's own clubs in the North East and Scotland). However, it was noted that smaller towns seems to do better in terms of interest, recruitment and retention. The Board agreed that in the short-term, the programme had not been as successful as had been hoped, however, in the

long-term the programme should generate an income for the Association. Board agreed unanimously that the three hubs remain operational and are consolidated as best as possible until the end of 2015. Marc Preston would continue to support the Programme.

FINANCE REPORT

- The reserves positions suggested a year end 2013/14 position of £90K (noting a negative reserves position of £40K in 2012/13).
- The budget predicted a £36K surplus, however, taking into account cost savings and additional VAT income, as well as overspends in Destination@British Judo and European Open, the balance will be a surplus of around £125K for the year. Once the negative reserves are factored in, the Association will have resources of around £80K - £85K.
- **Risk and Governance Policies:** The following policies were approved:
 - Bribery Policy
 - Fraud and Other Financial Irregularity Policy
 - Commercial Ethics, Registration and Declaration of Interests Policy
 - Risk Policy
 - The Whistle Blowing Policy was approved subject to amendment: HR Manager to be amended to read HR Administrator.
 - The Project Management Policy was approved in principle and a definition of 'project' would be provided.
- **Income Optimisation:** Dave Clark had prepared a paper on income optimisation based on the Association conducting three gradings per year which would link into the player pathway. Comment was made that gradings need to be individualised as there is a need for an individual approach. Grading fees also need to be considered. To be discussed further with the Technical and Delivery Directors.

STRATEGIC PANEL: ENHANCING DELIVERY

- BJC membership accounted for approximately 4,000 additional members and will be updated on 1 January each year. This additional membership had meant that the BJA had met its Sport England membership target. Sport England was aware of the Association's acquisition strategy.
- Retention has increased to 58.4%. The Membership Team was contacting individuals and clubs who had not renewed their membership, calls had been well received and were seen as positive customer support. A lot of members were signing up to the direct debit system.
- An incentive programme is being piloted in 73 clubs to grow their membership by six members in six months using a package of printed material. In the two months to date, there are 77 new members.
- Marketing material for all BJA clubs is being launched officially in e-Matside with instructions as to how to access.
- ClubMark: Will be re-launched having been updated in line with Sport England's criteria.
- Commonwealth Games: The Queen's baton run starts in May; Judo festivals have been arranged in cities that are being visited as a celebration of the sport and a 'come and try Judo'.
- Behaviour Change Programme: Matt Watkiss is the project lead and will co-ordinate interviews with coaches and present and lapsed members. Trying to contact lapsed members had caused a ten day delay to the project, however an analysis of the findings will be made on 30 April 2014. A workshop has been arranged for Service Managers, Technical Officers and Sportif.
- Inclusion: Donna Richardson, Communications Officer, has done some excellent work compiling a list of competitions and producing a lot of information for the BJA website. Welsh Judo has been

appointed formally to host the Special Needs Open competition on 23 November 2014, the VI competition will be held alongside.

- **Equality Action Plan:** The draft plan takes account of the training needs analysis and equality impact assessments. The main driver for the programme is UK Sport's Intermediate Standard and the BJA's commitment for the next three years. The final document will be submitted to UK Sport in May/June and the result will be communicated to the Association in September.
- **VI Development:** An application to Sport England for VI development was successful and the Association has been awarded £320K for the next three years.
- Key events for promoting and marketing Judo are the Commonwealth Games and the European Championships
- In terms of Area figures, the Northern Area clubs have shown an increase whereas the Eastern Area has the largest decrease, possibly due to the change in Technical Officer and Service Manager during the re-organisation.
- Grading information has been cleansed on the CRM and coaching information is now being input.
- Cluster clubs receive a quarterly report on membership renewals, this provides a service and is of benefit to retention. Other clubs are sent a six months report. The Delivery Department endeavours to engage with all clubs at various levels and so provide a service to members.
- Comment was made that little local events would certainly help the younger age groups and the possibility of using coaches as referees would have a huge impact on membership in terms of removing the barriers and encouraging participation at the young age group.
- Malcolm Collins raised a query with regard to players who have Dan grades who wish to maintain an involvement in Judo but do not want to compete. Mark Beecher undertook to forward information with regard to those in the Midland Area who have Dan grades. **ACTION:MB**
- **BJA Membership**
 - An analysis of membership from 2009-13 shows significant growth which can be attributed to the appointment of Service Managers.
 - The Olympic Games had a significant impact and resulted in a 9% growth in membership, 3,997 members
 - The average growth between 2009/2011 was 6.25% which equates to an additional 26,008 members.
 - There has been a 5.68% increase in membership between 2012 and 2013.
 - This year has seen a decrease in membership in the 5 – 7 years age group; the Association needs to look at marketing and promotional material for clubs for this particular age group, including the membership fee and incentives.
 - The 8 – 13 year age group has seen an increase from last year.
 - The 14 - 25 years age group has seen the biggest losses, partly due to the Olympic affect on that particular age group.

STRATEGIC PANEL: TECHNICAL STANDARDS

- **New Contest Rules:** The meeting discussed the introduction of the new contest rules to Areas where there had been mixed feelings and in some cases a reluctance to comply. Some coaches insist on having access to the video system which really is for the referee only. Verbal feedback had been gathered from referees at numerous events which suggested that, from a refereeing perspective, opposition to having one referee on the mat and two off the edge was generally localised. The Chief Executive would circulate a request for feedback with the undertaking that comments would be collated and circulate. An exercise for feedback by form had been undertaken at the British Masters and A Bands and the percentage of response was not high using this method. Information would be circulated to the membership regarding the Review requesting comments which would be welcomed.

- **Coach Revalidation Programme:** Board approved simplified revalidation process: all coaches would be required to attend three revalidation events and one technical conference over a period of three years in order to revalidate. All coaches are required to have first aid, child protection and DBS certificates in order that their coaching qualification is valid. Directors agreed that it was essential to raise and maintain technical standards for all coaches to promote a culture of continuous learning. Rule changes would need to be communicated to all coaches and a revalidation event or technical conference would be the ideal opportunity in order that all coaches received the same information which would not be open to misinterpretation. The revalidation process provides the BJA the opportunity to engage with coaches and also provides coaches with networking opportunities.
- **Fast Track Referees:** Board approved a fast track pathway for referees to qualify to BJA level 4; following a selection process and two years training. The policy would be published to the wider Judo community with an explanation as to why it has been introduced in order that it is not seen to be bypassing the current system.
- **Coaching Commission:** Peter Blewett suggested that the Coaching Commission be re-formed and that an advert is placed asking for applications in order to reinvigorate the coaching administration process.
- **Promotions and Gradings Commission:** It was suggested that the Promotions and Gradings Commission be reduced in number to a core group of four members. A recommendation would be made to Board at the next meeting.
- **High Grade Review Panel:** Board approved the formation of a High Grade Review Panel. The number of high grades will be reviewed and Dave Clark drew to the attention of the Board the forecast in five years time that there will be 30 6th Dans. Minimum standards for promotion would be discussed and the possibility of stepping outside of the EJU requirement for 25 years membership before a candidate can be considered would be considered. Any suggestions must be put to the Strategic Panel before being put to Board.

ANY OTHER BUSINESS

- **Club Anniversary:** It was noted that 3K's Sandwell Judo Club which would be hosting a 50th anniversary celebration dinner on 19 October 2014.
- **Annual General Meeting:** The AGM will be held on 25 October 2014 at Walsall with a revalidation event.