

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS

HELD ON TUESDAY, 18 AUGUST 2015

AT 10.00 AM

GEORGE KERR SUITE, BRITISH JUDO CENTRE OF EXCELLENCE

University of Wolverhampton, Walsall Campus, Walsall. WSI 3BD

PRESENT: Ronnie Saez, Chair and Chair, JudoScotland
Malgorzata Grzyb
Sara Hayes
Peter Blewett
Andrew Haffner
Eddie Awford, Chair, England Area Clubs
Fred Prosser, Chair, Welsh Judo Association
Bill Taggart, Chair, Northern Ireland Judo Federation
Loretta Cusack-Doyle (for items 15/69 and 15/70)

IN ATTENDANCE: Jeremy Beard, haysmacintyre (for item 15/67)
Andrew Scoular, Chief Executive
Colin McIver, Technical Director
Maria Turnbull-Kemp, Finance and Operations Director
Mark Beecher, Delivery Director
Nigel Donohue, Performance Director (for item 15/77)
Sally Hurman, Executive Assistant

APOLOGIES: Mark Palios
Dave Clark

15/65 WELCOME

The Chair welcomed all to the meeting. He welcomed Jeremy Beard who attended the meeting for the item related to the Association's accounts for the year ended 31 March 2015.

The Chair explained that the agenda had been re-arranged to take account of the items that required immediate discussion and it was hoped that the meeting would end by 2.00 pm.

15/66 DECLARATIONS OF INTEREST

There were no declarations of interest.

15/67 ACCOUNTS FOR THE YEAR ENDED 2014/15

Jeremy Beard explained the process by which the accounts were produced in that a planning meeting took place with Maria Turnbull-Kemp and the team, followed by an audit which took place in June/July 2015. The completion meeting took place with Jeremy and the Audit Manager with Maria Turnbull-Kemp, Mark Palios and Andrew Scoular where the accounts and findings document were discussed in detail. Jeremy also had a closed meeting with Mark Palios to give the opportunity to raise any matters on a confidential basis; Jeremy stressed that this was standard practice. The management letters had been issued for signature by the Chair. The accounts and findings document had been circulated and the following were highlighted:

- The need for a review of internal control processes every three or four years to ensure compliance with current legislation.
- The three items identified under Audit Risks and Key Judgement Areas are standard.

- A specific risk has been identified as a 'going concern' in relation to the European Championships, however, the planned audit work is considered satisfactory.
- The 'Misstatements' identified relation to the insurance claim for the European Championships and from a management accounting view point, the approach taken was prudent and the outcome has been confirmed as positive.
- There are no issues with regard to 'Control Points'. The action taken on the points raised last year is appropriate.
- In terms of 'Emerging Issues', there are some general issues identified for general awareness and relate to other NGBs; there are no specific issues relating to Judo.
- It was noted that with effect from 1 March 2016 FRS102, will be introduced which relates accounting standards. Maria Turnbull-Kemp confirmed that this related to governance and changes within the Board and included KPIs.
- The tax update is standard and refers to taxed investment activities. Investments are not entirely without risk but professionally the audit is comfortable with the approach.

The Letters of Representation for the BJA and BJA Competitions and Events were presented for signature by the Chair.

With regard to the BJA Accounts, Maria Turnbull-Kemp drew attention to:

- Consolidated Income and Expenditure Account: Grant funding and expenditure was identified under relevant sections for clarity.
- The increase in central overheads relates to the change in the pension scheme to auto enrolment; in 2014 this amounted to £44,217 and for same period in 2015 £122,493.
- In terms of staff, there has been an increase in the number of performance staff for which the Association received additional funding, however, Head Office staff numbers have been reduced; staffing is under constant review.

Andrew Haffner pointed out that Kerrith Brown had not resigned within the financial year 2014/15; several typing errors were also identified and Jeremy Beard undertook to amend and Maria Turnbull-Kemp undertook to proof read before the accounts were published.

ACTION: MTK/JB

Maria Turnbull-Kemp confirmed that only the BJA consolidated accounts would be published and drew attention to the BJA Competitions and Events accounts which will be lodged with Companies House.

Comment was made that the inter-company loan had improved and Maria Turnbull-Kemp stated that it was hoped to clear the loan next year. The sale of stock, merchandise and mats had made a considerable difference.

It was **RECOMMENDED** and Board **AGREED** unanimously that the audited consolidated accounts for the British Judo Association be approved, subject to the amendments as stated above.

Proposed: Andrew Haffner

Seconded: Eddie Awford

It was **RECOMMENDED** and Board **AGREED** unanimously that the audited accounts for the British Judo Association Competitions and Events be approved.

Proposed: Andrew Haffner

Seconded: Peter Blewett

The Chair extended thanks to Jeremy Beard and the audit team for their efficiency.

Jeremy Beard left the meeting.

15/68 STRATEGIC PANEL: ORGANISATION AND CULTURE

15/68.1 Finance Report

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

- Consolidated reserves are stable at £165K.
- The budgeted surplus for year end is £38K; this will, however, be reforecast following Sport England's funding announcement.

Destination@BritishJudo is currently £1,400 ahead of target.

15/68.2 Events Report

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

- Competition pathway licences applications will in future be dealt with by Terri Elliot as technical knowledge is required for the process.
- 2015 European Open in Glasgow will be a one day event, as approved by the EJU. The EJU President will attend.
- The British Judo Awards evening will take place on 7 November 2015 and it is hoped to achieve 300 guests.

15/68.3 Operations Report

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

- Servers are being upgraded and systems are continuously monitored to ensure they are more efficient and better protected.
- Harriet Barham has undertaken responsibility for Data Protection.

Sara Hayes asked for information to be provided in future reports around performance levels and targets, ie, telephone call response times, turnaround time for membership applications, gradings and DBS applications. Maria Turnbull-Kemp stated that the current telephone system is not modern and not set up to monitor calls, however, she would look into providing.

ACTION: MTK

Post meeting note: the DBS process is now on line and is not dealt with in-house.

15/70 ELECTION OF BJA CHAIRMAN

The Chief Executive had drafted out a timetable of events to take account of the election process and had met with Jane Purdon, Head of Governance and Leadership at UK Sport who had advised the Association to take no further action until the European Championships Review process is concluded. The Chief Executive has included the UK Sport statement in his report. Sport England had given the same advice in view of the Association's requests for additional funding. Board acknowledged Council's recommendation that the process should wait so as to align the Chair's term of office with the next funding round. The Chief Executive confirmed that constitutionally, a Chairman is in place and it is acceptable for him to remain in the role until the next election. It was **AGREED** that the membership should understand the situation surrounding the delay to the election of a Chairman with a clear statement as to why, ie acknowledging the legal advice received and advice from and working with our funding partners; this would be communicated in the minutes that are published on the website.

ACTION: AS

The Chair confirmed and Board **AGREED** that the position of the Chair, the process and timescales, whether it be an election or appointment, would be considered by the Board after the conclusion of the Review process. He added from his own viewpoint, that according to the Association's Constitution, the Chair had stepped down and that he, as Vice-Chair, had stepped up to take the Chair, which was correct.

Loretta Cusack-Doyle left the meeting

15/71 CHAIRMAN'S UPDATE

The Chair stated that rather than give an account of all events attended on behalf of the Association in his role as Chair, he would highlight those of importance:

- Attended Camberley Judo Club's funding raising dinner and met with representatives of Sport England.
- Met with the Chief Executive of the British Olympic Association who had spent time with coaches and had talked to players and was very complimentary about the camaraderie and performance at the European Youth Olympic Festival.
- Attended a meeting with UK Sport and had met with Jane Purdon. He suggested she should be invited to the Glasgow European Open to see for herself the quality of what the Association can deliver.
- The Chair would travel to Astana accompanied by the President for the European Congress and the IJF Congress and the world Championships.
- A meeting has been arranged with Simon Morton, Chief Operating Officer, UK Sport in early September.
- A formal meeting with Sport England would be arranged to discuss the future funding of British Judo.
- He would attend the UK School Games in early September 2015 and happily declared a personal interest as his son was fighting for Scotland.

The Chair confirmed that he was working well with the Chief Executive and would join him for meetings with stakeholders and funding partners for introductions and the opportunity to explain how he will address the role of Chair. He also suggested that invitations he received from clubs and sometimes Areas for various occasions that he could not accept would be referred to the Board member who was nearest geographically as it was not possible to accept all invitations and attend all events and competitions. **ACTION: RS/SallyH**

15/72 MATTERS TO BE NOTIFIED TO THE CHAIR (to be taken under Any Other Business) There was no other business.

15/73 RISK MANAGEMENT

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

- **Sport England:** The anticipated loss of funding is covered in the Chief Executive's Report.
- **Reputational Risk:** Sara Hayes asked if there was a reputational risk with regard to the Child Protection issue identified in the Risk Register. The Chief Executive confirmed there was not and that the issues has not been escalated.
- **Throw Yourself into Judo:** The launch had been successful with good media awareness. On-line resources that can be personalised will be available from September 2015 onwards to

align with the school term when clubs become operational again; KPIs will become live at this stage. Matside has also covered the programme.

15/74 MINUTES OF THE MEETING HELD ON 30 JUNE 2015

The Minutes of the Meeting held on 30 June 2015 were **APPROVED** as a correct record.

Proposed: Eddie Awford

Seconded: Fred Prosser

For: Unanimous

15/74.1 MINUTES OF THE MEETING HELD ON 30 JUNE 2015 – CONFIDENTIAL SECTION

The Confidential Section of the Minutes of the Meeting held on 30 June 2015 were **APPROVED** as a correct record.

Proposed: Fred Prosser

Seconded: Andrew Haffner

For: Unanimous

15/75 ACTION LIST

The Action List was updated as necessary

15/76 CHIEF EXECUTIVE'S REPORT

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

- **World Championships:** The Chief Executive would attend the IJF and EJU Congresses in Astana. The EJU are keen to have a meeting; one of the matters to discuss is the 2015 EJU Congress which it is hoped will take place in London for ease of access. UK Sport is keen for the Association to host the Congress and will provide some funding towards costs. The Congress would be an ideal opportunity for the BJA Board to meet with other European nationals and their executives and build on that relationship. Costs association with the 2016 Congress will be included in the international relationship budget. The Chair emphasised the need to build relationships not just at Board level but particularly in relation to refereeing.
- **Wolverhampton University:** Confirmation in principle is awaited from UK Sport and Sport England for further development of the Centre of Excellence. The University is supportive and plans will be submitted to Senate for approval.
- **Board Training:** The University of Wolverhampton have agreed to reduce Professor Brooks' costs by 50% and allow him time to prepare and deliver planned activity. Final information is awaited.
- **Olympic Farewell Dinner:** The University has offered to host a farewell dinner for our Olympic athletes prior to departure for Rio. Further information is awaited.
- **Wembley Arena:** AEG have terminated the contract, in line with the opt-out clause, in view of the fact that the British Open did not attract a great number of spectators. They have indicated that they are still keen to work with the Association but at the basic cost rate.
- **AGM:** The calling notice has been sent out. Manifestoes and voting information will be sent out through ERS (Electoral Reform Service); voting closes after three weeks.

15/76.1 Sport England Funding

The Chief Executive stated that over the last two years he had alluded to the fact that funding for years three and four of £550K per year, which was based on Sport England agreed targets, may be somewhat reduced. Sport England had given the opportunity for British Judo to bid for additional money and a meeting will take place on 2 September 2015 at which it is anticipated that an informal indication will be made which will reflect a significant reduction in funding.

In the future, UK Sport and Sport England will be under significant pressure and it is likely that they will both may have a reduction in Exchequer funding of up to 30% over the next funding cycle. This will have a significant impact on the Association and it is important that we prepare for this eventuality. There is currently a Sports Review being conducted by the Government which will inform these funding cuts, and the executive are drafting a response to this.

The Chief Executive confirmed that the consultation with Sport England for funding for the 2017/21 cycle will commence shortly and targets would be set; the current target of two top eight finishes or one medal if met will stand the Association in good stead for Tokyo and for the next funding cycle. A 50% reduction is anticipated as compared to the last two cycles.

15/76.2 History of British Judo

A paper had been circulated and Board **APPROVED** the terms of reference for the History of British Judo Working Group and membership which would also include Trevor Sitlington and Rick Kenny, who is undertaking a similar task for Judo Scotland. Tom Hills, Head of PR, Marketing and Communications would also be invited to join the group. The Chief Executive undertook to ensure that Loretta Cusack-Doyle was still willing to take the Chair of the group. **ACTION: AS**

Malgorzata encouraged the group to consider the use of modern media channels, video archiving and platform methods of communication which are relevant for the current membership in order to inspire and be inspired by. This will be included in an e-Newsletter to the membership. **ACTION: AS**

15/77 PERFORMANCE

Nigel Donohue joined the meeting.

- **Juniors:** The success at junior level is exceeding all expectations: four Gold medals, one Silver medal, eight Bronze medals and three 5th placings.
- **Cadets:** Wesley Greenidge was nominated as a flag bearer. There had been five 5th placings which qualify players for the Cadet Championships.
- **World Championships:** Commence on Monday, 24 August 2015 in Astana. GB has players fighting on each day. A decision will be made on whether Ashley McKenzie will compete in view of his injury. The debrief after Baku with the psychologist will actively focus players on best performance.
- **Junior European Championships:** Will take place between 18 and 20 September 2015.
- **Glasgow European Open:** Will take place on 10 October 2015; selections have been made.
- **Competitions:** The Lisbon European Open will also take place on 10 October 2015 followed by the Paris Grand Slam on 18 October 2015.
- **Performance Pathway:** A restructure will be led by James Thomas, Performance Pathway Manager and will include the AASE scheme (Athlete Apprentice Scheme Education) which provides for 15 hours of judo practice each week. This year sees 40 players in the scheme compared with 16 players last year. The target is for 97 players in 2017.
- **GB Boxing:** A visit will be made to GB Boxing as part of CPD to see what other sports are doing and to learn from their programmes. GB Boxing has a centralised programme based in Sheffield. The visit will be reciprocated on 28 August 2015 when GB Boxing visit the Centre of Excellence.

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

The Board passed on their best wishes to team going to Astana.

15/78 STRATEGIC PANEL: ENHANCING DELIVERY

The Enhancing Delivery report had been circulated, the following matters were highlighted:

- 14+ membership stands at 14,055; where clubs are using BJA programmes, the Association is receiving information on their statistics.
- Preparation is well underway for September when schools, colleges and universities return after the summer vacation.
- The Club Reward Scheme has been in operation for just over six months; rewarding clubs who are trying to grow and are maintaining their membership. To date, clubs taking part have grown the Association by 1250 members.
- The Student Voucher Scheme has been successful in 50 universities and this year's target is to achieve 530 new members and retain 30% (140 members); results will be available in late September/early October.
- The partnership with London Metropolitan Police has increased to seven hours delivery, part Judo and part safety. A six weeks pilot programme for police cadets will be delivered.
- A meeting has taken place with GLL management to consider the development of Judo as a focus sport. It is hoped that two pilot centres will be established in London.

15/78.1 VI Programme

Sara Hayes updated the Board with regard to the VI programme which is running well for VI and other impairments. Some colleges are running the programme for one term, others for two terms; all four colleges are keen to add the programme to the main curriculum as they see the value in the sport. There has been some really good support from teachers. The programme will commence again in September when colleges return after the summer vacation.

15/78.2 British Judo Data/Information

Sara Hayes requested monthly membership data be circulated to the Board, ie, total number of members with a breakdown into age and gender. This would enable Board to assess the success of the BJA programmes in terms of memberships. She also asked to receive information on disability membership. Monthly information was also requested on gradings, ie, total number of gradings, age, gender and grade. Mark Beecher undertook to circulate information as requested, on a monthly basis. **ACTION: MB**

15/79 STRATEGIC PANEL: COMMERCIAL AND FUNDING

Malgorzata Grzyb updated Board and highlighted the following:

- **PharmaNutricals:** The Agreement had been signed providing 'product in kind' which is now being distributed to athletes.
- **Sport Collective:** Are working to find a partner for the Association.
- **Toyota: Strictly Confidential:** Discussions are being pursued to provide an Olympic link.

15/80 STRATEGIC PANEL: TECHNICAL STANDARDS

15/80.1 U8s Judo: Judo Kids

Colin Mclver presented to Board the initial draft of an U8 programme which he is currently developing showing the characters to be used throughout. Board **APPROVED** the graphics which included 'Jimmy the Lion', the Association's mascot and agreed it was a good start. Colin Mclver confirmed that the programme will be tied in to Key Stage 1 activities and that badges will be awarded throughout the scheme.

15/80.2 Grading Scheme

Feedback from coaches regarding the Mon grading scheme is currently being analysed; early indications show:

- A 50/50 wish for a dual pathway for technical and for competitive gradings
- Most clubs think they are both recreational and competitive
- Area level 9th mon gradings are supported
- 50/50 in terms of clubs being aware of the return of 20% of grading fees to areas
- A wish for an U8s programme
- All should have possibility to grade to 18th Mon
- Coaches responded to Survey Monkey in far greater numbers than to the BJA website

Colin Mclver recognises the diversity and the need for a grading programme that gives options. A draft programme will be put to the Promotions Commission and proposals will be presented to Board at a future meeting.

15/80.3 Promotion to 6th Dan

Board had **APPROVED** by email the promotion of Michelle Rogers for 6th Dan. Board acknowledged the sensitivities of this case in that Michelle is seriously ill and was due for an operation on 25 August 2015.

15/81 ANY OTHER BUSINESS

There was no other business.

15/82 DATE OF NEXT MEETING

Due to the amount of information to come back to the Board by the date of the next meeting and considering the date had already been arranged:

Date: Tuesday, 29 September 2015
Time: 10.00 am
Venue: Centre of Excellence, Walsall

The date of the next Board meeting was agreed and would take account of the Report from the Independent Review of the European Championships

Date: Wednesday, 21 October 2015
Time: 10.00 am
Venue: Centre of Excellence, Walsall

15/82.1 Dates of Future Meetings

Saturday, 7 November 2015 AGM and Awards Dinner
Tuesday, 8 December 2015

There being no further business, the meeting closed at 3.55 pm.

