

**CONFIRMED****MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS**

HELD ON TUESDAY, 12 DECEMBER 2017

AT 10.00 AM

FOREST OF ARDEN MARRIOTT HOTEL &amp; COUNTRY CLUB

MAXSTOKE LANE, MERIDEN, WARWICKSHIRE, CV7 7HR

<b>PRESENT:</b>	Ronnie Saez, Chair	(RS)
	Peter Blewett	(PB)
	Andrew Haffner	(AH)
	Malgorzata Grzyb	(MG)
	Loretta Cusack-Doyle	(LC)
	Ryan Wilkinson	(RW)
	Fred Prosser, Chair, Welsh Judo Association	(FP)
	Bill Taggart, Chair Northern Ireland Judo Federation	(BT)
Claire Lish	(CL)	
<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)
	Graham Campbell	(GC)

The meeting commenced at 9.40 a.m.

**32/1 WELCOME & DECLARATIONS OF ANY INTERESTS/CONFLICTS**

The Chair welcomed and thanked everyone for attending the meeting.

Members attention was drawn to the Declaration of Related Parties Transactions document which had been circulated prior to the meeting and a discussion took place with regard to the wording within that document of 'None' and 'Not Applicable'. Whilst the Board recognised that the document is a 'self-assessment' one, they agreed that all declarations of interest needed to be declared and approved by the Board.

It was agreed that this document would be discussed further at the February 2018 meeting where the Board would make decisions as to the declarations being stated as 'not applicable' or 'none'.

**Action: AS**

There were no declarations of interest regarding items on the agenda for today's meeting.

**32/2 APOLOGIES**

The Board were advised that apologies had been received from:

- Alan Rickard
- Graham Campbell

**32/3 ANY MATTERS FOR ANY OTHER BUSINESS**

AH requested that the following items be considered within 'Any Other Business':

- English Minors Event
- Point Scoring and 2018 IJF Rule Changes

**32/4 MINUTES FROM PREVIOUS MINUTES****32/4.1 MINUTES OF THE MEETING HELD ON 3 OCTOBER 2017**

The Minutes of the meeting held on 3 October 2017 were accepted as a true and accurate record of the meeting.

**Proposed: PB**  
**Seconded: MG**

AS advised the Board that the Minutes from the Annual General Meeting held on 11 November 2017 would be circulated in time for the February 2018 meeting.

**Action: AS**

**32/5 ACTIONS ARISING FROM PREVIOUS MEETINGS (not included on the agenda)**

The Action List circulated prior to the meeting was noted and AS gave an overview of the current positions:

**19/13.1: Relationship between the BJA and BJJ** – AS updated the Board Members regarding a meeting that had taken place with BJA and Ray Stephens and Ed Semple whereby the BJA have made it clear to the BJJ that in order for the BJA to further their relationship with the BJJ, they would require them to involve the other 2 organisations

A discussion ensued and it was agreed that the BJA could no longer continue to invest staff time with this and it was agreed that this item should be removed from the Actions List until such a time that the BJJ advise BJA that they are willing to work with the other 2 organisations. It was requested that this be communicated to them.

**Action: AS**

**25/8 – BJA Facility at Walsall** – AS advised the meeting that currently the BJA are under pressure from Leicestershire Council to review its lease for the Loughborough offices as currently the BJA are paying under the market rate and Leicestershire Council are keen to put the BJA on new terms. AS informed the meeting that the BJA were under the impression that the current contract was a 6-month rolling lease but it would appear that this is not now the case and Leicestershire Council are wanting the BJA to take a 3-year lease with an 18-month break clause. However, if the BJA are to agree to this, then this lease would fall in the middle of when the new facility at Walsall would be available.

AS stressed to the Board that an urgent decision as to whether the lease for Loughborough is renewed for a further 3 years or whether the Loughborough office is closed down and all staff transfer to Walsall for 18 months/2 years into serviced accommodation which would involve no break clause and would enable the move into the new facility at Walsall at the appropriate time.

The meeting was also advised that the warehouse at Loughborough will be closed down with effect from April 2018 which would result in a saving to the organisation of around £20,000-£23,000 per year. However, if the Loughborough office was retained, one option would be to use the downstairs offices as storage space for major equipment for events and IT equipment and move all Loughborough office staff into the upstairs office space.

Discussion took place and due to the potential savings that could be made with moving all admin staff from both the Walsall and Loughborough offices into serviced accommodation on a short term lease it was agreed that this option be pursued.

**Action: AS**

The Board acknowledged that discussions involving HR would have to be had with all Loughborough staff and flexibility would need to be offered to them in order for them to be given time to relocate etc but they were mindful that some redundancies may also occur.

AS further advised the Board that it had been anticipated that the Association would have a 6-months rolling programme but as things have developed very quickly, the BJA are now being forced into making a decision as to whether to run the Walsall and Loughborough office or amalgamate the two offices into one site within the Walsall area.

Further discussion ensued and it was agreed that Claire Lish and Mike Watts should be involved in the drawing up of a paper for consideration by the Audit & Risk Commission prior to the February 2018 Board Meeting to agree to the amalgamation of the two offices into the Walsall area. It is envisaged that the earliest date for a move would be April 2018.

**Action: Audit & Risk/CL/Mike Watts**

*10.00 a.m RW arrived*

**26/7 – Chairman’s Update – Document from Brabners reference Conduct & Complaints policy** – The Conduct & Complaints Panel have fed back their comments with regard to the revised Conduct & Complaints Policy and these have been passed to Brabners for their review. A response is currently awaited from Brabners regarding this.

**29/11 – Governance Action Plan** – This was updated at the Annual General Meeting on 11 November 2017 and is covered in the CEO report at today’s meeting.

**29/11 - Nominations Committee** – Following approval of the make-up of the Nominations Committee at the Annual General Meeting, the Memorandum & Articles have been amended and submitted to Companies House.

The Board Members were further advised that until such a time that the Council nominate a member of the Council to sit on the Nominations Panel, Brian Davies will be the named person in the interim. A meeting of the Board and Council is due to be held on Saturday 24 February 2018 where a Council Member will be nominated for the Nominations Panel.

**30/7 – Sports Governance Code – how future information is provided to SportEngland** – the template document is still awaited from Haysmacintyre.

**30/11.1 – National Referee Commission – CARE System** – Board Members commented on the new CARE system which had been used at the recent British Championships event advising the meeting that although there are some differences between the new system and the old one, the new system was quite impressive.

The meeting was also informed that the new system was capable of not always requiring the need for camera operators which in itself would be a saving to the organisation. However, it was noted that the European events would require camera operators. It was agreed that the system should still be fully tested before purchasing any additional ones.

**30/11.2 – Selection of Referees** – BT updated the Board with regard to this item advising them that it was difficult to provide a budget for this but asked that the Board be mindful that on average it is circa £1,000 extra to bring in referees from the mainland. He reminded the Board that the NRC are seeking approval to have 8 referees for home country events – this is to include both National A and National B candidates. He stressed to the Board that by giving approval to the NRC to have

more control of this, it would go towards having good quality mat time at competitions which, in turn, will result in better quality events.

Below is a list of NRC referee selection events:

<i>National Teams</i>	<i>NRC will select up to 8 referees</i>
<i>English Open</i>	<i>NRC will select up to 8 referees</i>
<i>British Masters</i>	<i>NRC will select up to 8 referees</i>
<i>British Minors Championships</i>	<i>NRC will select up to 8 referees</i>
<i>UK School Games</i>	<i>100% NRC Selection</i>
<i>Pre-Cadet and Cadet British Championships</i>	<i>100% NRC Selection</i>
<i>Junior and Senior British Championships</i>	<i>100% NRC Selection</i>
<i>British Schools Championships</i>	<i>100% NRC Selection</i>
<i>Scottish Open</i>	<i>NRC will select up to 8 referees</i>
<i>Welsh Open</i>	<i>NRC will select up to 8 referees</i>
<i>Northern Ireland Open</i>	<i>NRC will select up to 8 referees</i>

The Board approved this proposal and BT confirmed that he would write to everyone concerned.

**Action: BT**

**30/13 – Corporate Services Update – Finance** – MC reported that Destination@BritishJudo is going to be discussed at the next Audit & Risk meeting. Payments are up-to-date and a lot of outstanding debt has been cleared.

**31/12.1 – World Medallists** – AS advised the Board Members that he has spoken with the insurers and a ranking list has been submitted to them so that the premium can be calculated. This information is still awaited, however, the Board were updated with the proposal that has been put forward to regarding bonus payments to Olympic/Paralympic medallists.

Cost implications regarding this will be circulated to the Board once the information has been received from the Insurers.

**Action: AS**

**32/6 RISK REGISTER**

As no amendments have been made to the Risk Register since the October 2017 meeting, the Board Members noted the summarised version that had been circulated prior to the meeting.

Discussion took place and it was suggested that going forward the Cultural Health Check should also be included on the Risk Register.

**Action: AS**

It was also agreed that the Cultural Health Check document be a standard agenda item for future meetings.

**Action: AS**

There were no further questions relating to the Risk Register.

32/7

## CHAIRMAN'S REPORT

RS apologised to the Board Members for the late submission of his report prior to the meeting and gave the meeting an overview making particular mention of:

**Annual General Meeting** – RS felt that this meeting had gone extremely well which he believed was as a direct result of the amount of engagement with the members that had been undertaken over the last 12-15 months.

**Cultural Health Check** – RS advised the meeting that this item will be the topic of discussion later at today's meeting and will give the Board an opportunity to consider and discuss the measures that are or are being put in place. The Board were informed that RS and MG should have attended a meeting on Monday 11 December with Liz Nicholls and Chelsie Warr but due to the adverse weather conditions, RS's flight was cancelled and the meeting was unable to go ahead. RS advised the Board that as yet no date has been re-arranged but RS will email Jordana Wicks (PA to Liz Nicholls) to determine another meeting date in the New Year.

**Action: RS**

**International Relations Support Programme** – RS explained to the Board that UK Sport are wanting NGB's to have some participation with European event bodies and as such they have developed the International Relations Support Programme. RS advised the Board that he had found the UK Sport session to be beneficial which covered elements such as how to influence if an organisation is to have any chance of success. RS stressed that he was keen to pursue this as a matter of some urgency and asked the Board to give consideration as to how the BJA could gain greater international influence over the next 10-20 years.

**Action: ALL**

**Annual Awards Dinner** – although RS felt that the 2017 annual awards dinner was a success, he did feel that the pre-dinner drinks time should be reduced down to only 30 minutes. Also, he felt that thought should be given as to how to keep guests in the auditorium for a longer period – for example – introducing the aspect of a dinner/dance. It was agreed that RS and LC would consider different options and put these to the Board for further consideration at a future meeting.

**Action: RS/LC**

**Participation** – RS advised the Board Members that together with PB, he had attended a Business Planning meeting which had been facilitated by GH. He advised the meeting that he felt that this had been a good opportunity for team building and good progress had been made. He was keen to involve members of the Board so that they become more involved with any future business planning meetings.

**English Area Events** – PB advised the meeting that since taking on the role of English Area Director, 2 English area meetings have been held with the next one scheduled for 24 February 2017 and on the whole the English representatives were keen to engage in the sessions. PB also felt that the sessions had been a good opportunity to reach each area and to discuss with them the BJA business plan.

The Board were informed that preliminary suggestions around this idea have been well received by 2 or 3 areas who are keen to help the BJA move forwards with this, however, the Board acknowledged that more people would need to be on board to take this forward.

In principle, the Board Members were in agreement with this proposal and felt that the timing for change was right and requested that this be considered more fully at the February 2018 Board meeting.

**Action: AS/CMcl**

**Commonwealth Judo** – RS informed the meeting that a meeting has been held with Richard Kenny from Commonwealth Judo where 2 elements had been discussed, namely

- (1) the English bid for the commonwealth championships including venue and dates
- (2) UKS Support for Commonwealth Judo Development

- (1) RS stressed that the hosting of this event is an excellent opportunity for the BJA as it would raise the standard of Commonwealth Judo. However, as a result of India now hosting towards the end of 2018, it was felt that this could impact on the BJA hosting in 2019 and the BJA may have to look at hosting the event in 2020 instead.
- (2) As part of the International Relations grant, monies are available to support the development of judo in the Commonwealth. This would allow BJA to take a prominent role in Commonwealth Development and the C.J.A. Initial discussions were held with IJF regarding matching these funds which was met with positively. A meeting to discuss this further with the IJF President is being arranged.

10.40 a.m ND arrives

## 32/8 CHIEF EXECUTIVE'S UPDATE

The Chief Executive's Report circulated prior to the meeting was noted and AS gave an overview making particular mention of:

**Election Process – Non-Executive Director** – AS informed the meeting that 5 nominations had been received for the 2 roles that are currently available and as at Monday 11 December 2017, a total of 149 votes had been cast equating to a 23% turnout.

Voting is due to close on Friday 15 December 2017 at 1700 hours and AS will notify the candidates soon after this time of the result together with RS and the Board before making an announcement on the website.

AS informed the Board that recruitment for INED will start in the New Year. It is hoped to ask for assistance from UKS/SE Governance teams with this role.

**Action: AS**

**Meeting with Tracey Crouch** – The Board enquired as to if a meeting is likely to be had with Tracey Crouch. AS advised that it was hoped that this could be held in the New Year. In the meantime, AS advised the Board Members that a positive meeting has been held with the Youth Sports Trust.

**Action: AS**

## 32/8.1 GOVERNANCE ACTION PLAN

AS provided the Board Meeting with an overview of the Draft Governance Action Plan which had been produced in A3 - tick box format. He explained to the Board Members that the Action Plan has currently been produced in quarters covering the next 4 years and identifies what actions are required to be taken to ensure that the BJA remains code compliant.

AS further explained that this listing would now be broken down further into a more detailed annual plan which would be included as an agenda item.

**Action: AS**

**32/10 AUDIT & RISK**

**32/10.1 EVENT CONTRACTS**

The following 2 contracts were circulated prior to the meeting for approval by the Board:

- (1) **European Judo Union – Veteran European Judo Championships 2018** - AS informed the meeting that a discussion had been had with Martin reference the European Veterans contract to ask if a couple of amendments could be made and BJA have been advised that this is not going to be allowed and therefore is a contract we have to agree to.
- (2) **Commonwealth Judo Association – Commonwealth Judo Championships 2019** – On the surface, this document did not appear to be very well worded.

AS advised the meeting that although both contracts would be submitted to Brabners for scrutiny, authority is now being sought from the Board for the Audit & Risk Commission to sign these 2 contracts off once a full review by Brabners has been undertaken. AS agreed that the comments from Brabners would also be circulated around the Board for information.

**Action: AS**

The Board agreed to the Audit & Risk Panel signing off both contracts once a response had been received from Brabners.

**Action: Audit & Risk**

**32/8.2 DRAFT 2018-19 PLAN**

As previously mentioned in the Chairman's Report, a Business Planning meeting with RS and PB took place on Wednesday 29 November 2017 to discuss initial business plan activities and targets for the 2018-19 year.

GH explained to the Board that the aim of the Business Planning meeting was to review the work initially undertaken by the executive team and departments. The Board were asked to consider if they feel that the targets set were challenging enough, and were suitable to make progress towards the strategic objectives and mission.

The Board agreed that it would be more beneficial for a detailed analysis to be undertaken with commissions. GH to meet with MG and CL to go through Strategy 3 and Strategy 4 would be reviewed with the Audit and Risk Sub Committee. The Chairman emphasised that it is the Board's responsibility to own the strategy and business plan and to work closely the Exec Team to develop and refine it before approving it.

**Action: GH**

**32/9 PERFORMANCE CULTURE HEALTH CHECK ACTION PLAN**

AS reminded the Board of the discussion which had taken place at the Board's Briefing Meeting held on Saturday 11 November 2017 and, in particular, the discussion regarding the 10 areas of concern that UK Sport have raised with regard to the results from a cultural survey that they had undertaken and their request for the BJA to submit an Improvement Plan on how the BJA are going to deal with the concerns raised.

The plan as circulated to Liz Nicholl and Chelsie Warr at UK Sport was circulated at today's meeting for Board Members review and comments and the Board were advised that the RAG rating still needs to be completed and comments are still required from UK Sport.

The document was noted and the Board were made aware that following the appointment of a Performance Welfare Officer in BJA (Eleanor Cantwell (EC)), it is hoped that in future many of the issues that have come out of the survey will be dealt with before any issue becomes a concern. The

Board were advised that EC will work closely with the Performance Team but is managed by the Safeguarding Manager, Keith Eldridge.

Since her appointment in September 2017, EC holds a clinic twice per week where athletes can meet with her to talk over any issues and she has also held 1:1 meetings with all the athletes which already appear to have had a successful result as she is now feeding back some relevant information to the Performance Team.

EC has a good rapport with the athletes which is vital and she is setting up athlete representative groups who will meet and feedback to her 4 times per year. The first meeting will be held in January 2018 and it is anticipated that UK Sport will also be present in these meetings.

The Board suggested that the 1:1 meetings be repeated every 6 months to ensure that there are no major issues.

**Action: ND/EC**

It was agreed earlier that the Cultural Health Check document now be an agenda item for future board meetings.

**Action: AS**

The Board were keen to ensure that EC is supported with adequate training with organisations such as MIND and also look at EC becoming registered as a Chartered Psychologist which would feed into the CIPD qualification. It was agreed that AS would discuss this with KE.

**Action: AS/KE**

The Board were very conscious at all levels of the seriousness of the issues that UK Sport had raised and were keen to ensure that the actions detailed on the Improvement Plan were followed through.

## 32/14 PERFORMANCE UPDATE

ND gave the Board Members an overview of the document that had been circulated prior to the meeting.

A 5-minute video clip was shown to the Board Members to give them an idea of BJA's achievements over the past 12 months.

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*1.30 p.m – 1.50 p.m – Meeting breaks for Lunch*

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## 32/13 SPORT DIRECTORATE UPDATE

The Sport Directorate report circulated prior to the meeting was noted by the Board Members. CMcl advised that he wished to add an update on two additional items .

**Coaching Register** - CMcl advised the Board Members that discussions have recently taken place with Sports Coach UK who are now called Sports Coaching regarding having a coaching register in place.

**UKCC Level 3 Coach Award** - CMcl advised that the Award had been re-endorsed for a further three years.

### 32/13.1 High Grade Promotions

The following promotions to 6<sup>th</sup> Dan were approved by the Board:

- Joyce Malley – Northern Ireland
- Stephen Fraser – London Area

CMcl drew the Board Members' attention to the last page of the Promotions Commissions Report which contained details of applications received that did not fit the published criteria. CMcl explained that despite the applications not meeting the required criteria, the Commission had given each application special consideration to establish whether there were any extenuating circumstances that would merit recommending a promotion outside the published criteria but none were found that would justify promotion.

### 32/13.2 European Intellectual Disability Championships

CMcl asked the Board to consider the BJA leading the way in hosting the first European Intellectual Disability Championships. He explained to the Board that although this is a European Championship, it is not of the standard of a normal European Championship and is more like the standard of a British Championship. CMcl also advised that he did not foresee any major budget implications with the hosting of this event.

A discussion took place and the Board approved the proposal for staging this event in principal – a detailed report to be prepared for the Board's consideration at their next meeting.

### 32/12 CORPORATE SERVICES REPORT

The Corporate Services Report circulated prior to the meeting was noted and GH made particular mention of:

**BJA Anti-Doping Steering Group** – An Anti-Doping strategy was presented to the Board in accordance with the BJA's strategic plan. The Board agreed the plan and to the creation of a steering group led by a Board Member (LC). The Steering Group would develop an annual implementation plan and present to the Board at a future date.

**Action: GH**

**Annual Awards Dinner** – The Board Members were advised that our current contract with the De Vere East Midlands Conference Centre has now come to an end after a 3-year term. With this in mind, tenders have been sent out to 3 potential venues and the details and costings for each of them were contained within the Corporate Services Report circulated prior to today's meeting.

A discussion took place with regard to the venue and the Board agreed that the Crowne Plaza in Nottingham should be the venue for the next 3 years. The Board also requested details of the costs that had been incurred for the De Vere East Midlands Conference Centre and GH agreed to circulate these after today's meeting.

*Post Meeting Note: The cost of holding the event at the De Vere Hotel in 2018 would increase by £5,000 (to £21,000) on the 2017 event.*

**Action: GH**

The Board noted that the dates proposed are for the next 3 years and agreed in principle to the dates although they requested that the date for the Championships event in 2019 be kept in mind when organising the 2019 Annual Awards and Dinner.

*2.15 p.m RW/CmCi and GH leave the meeting*

**32/11 FINANCIAL UPDATE**

MC gave the Board Members an update of the current financial situation drawing their attention to the report that had been circulated prior to the meeting and made particular mention of the information which had been gathered for a meeting he had attended recently in London with Haysmacintyre of data from over 25 NGB's regarding the NGB Financial Benchmarking 2017.

MC explained that this was only a brief summary of the information gathered as the whole report consisted of some 66 slides. The Board requested if it was possible to have sight of the whole report. MC agreed to seek agreement from the author of the slides and if these could be obtained, they would be published on the BJA's internal BreatheHr system so that the Board Members could read them

The Board noted the healthy financial balance as at 31 October 2017 which stood at £502,000. MC also advised the Board that Destination Judo is on track and whilst they are generating more income, they are spending less, although Durham does have an issue whereby they are not receiving as much income but they are not spending as much either.

There were no concerns or questions raised with regard to the financial information presented.

**32/16 IJF A EXAMINATION CANDIDATE**

BT advised the Board that he wished to recommend that Martin Rivers, who is 44, be put forward for IJF A International examination. The Board agreed to this.

BT recommended that James McBeath be put forward to take the next IJF B examination in 2018. The Board agreed to this

**32/15 HONORARY REFEREE AWARD**

Consideration and discussion took place regarding the two applications which had been received for Honorary Referee Awards, namely for Ronald Cleere and Neil Lawcock.

BT advised the Board that **Ronald Cleere** has done a lot of work in the Special Needs field and has been a good server to BJA, especially in the field of Special Needs refereeing. BT further explained that although the application was being considered at today's meeting, this would not go forward until January 2018. The Board approved this.

**32/17 ANY OTHER BUSINESS**

32.17/1 **English Minors Event** – date has been set for 19 May 2018 and will be held at the club not at Walsall.

32/17.2 **Point Scoring and 2018 IJF Rule Changes** - the new IJF Rules come into operation on February 1<sup>st</sup> 2018. The BJA Board of Directors agreed that a win by waza-ari awasete ippon in point scoring competitions or gradings (against the same grade or above) will gain 10 (ten) points towards the next dan grade, in other words the same as it used to be before the 2017 IJF rule changes.

They have also agreed that a win by waza-ari will continue not to count for point-scoring purposes.

32/17.3 **Future Board Packs Information** - Board members noted the amount of information that had been circulated for this meeting and asked if in future they could be signposted to items which are 'for information only' or 'require attention'. This was agreed.

**Action: AS**

32/17.4 **Audit & Risk Panel – Graham Campbell** - RS explained to the Board that Graham Campbell is currently the Chairman of the Audit and Risk Commission for Judo Scotland and asked for Board approval for Graham Campbell to also be included on the BJA Audit & Risk Commission. This was agreed by the Board.

**32/18 DATE OF NEXT MEETING**

The next meeting will be held on at **10.00 a.m on Tuesday 13 February 2018** at the **BJA Centre of Excellence, University of Wolverhampton – Walsall Campus, Wolverhampton, West Midlands, WSI 3BD**

Future meeting dates are:

Tuesday 10 April 2018

Tuesday 29 May 2018

Tuesday 14 August 2018

Tuesday 23 October 2018

November 2018 – AGM & Awards Dinner – date TBC

Tuesday 11 December 2018

RS thanked everyone for their time at today's meeting and wished everyone a Merry Christmas and a Happy New Year.

With there being no further business, the meeting closed at 3.52 p.m