

CONFIRMED

MINUTES OF THE MEETING OF COUNCIL

HELD ON SATURDAY, 24 FEBRUARY 2018

AT 10.00 A.M

BJA CENTRE OF EXCELLENCE – GEORGE KERR SUITE

**University of Wolverhampton, Walsall Campus, Gorway Road,
Walsall, West Midlands, WSI 3BD**

Present:	Colin Draycott, Senior Vice President (Chair)	(CD)
	Richard Barraclough, Vice President	(RB)
	Rowena Birch, Vice President	(RBi)
	Brian Davies, JP, Vice President	(BD)
Council Members:	David Allen, Western Area	(DA)
	Barry James, Southern Area	(BJ)
	Harry Holt, North West Area	(HH)
	Darren Dean, Welsh Judo Association	(DD)
	Garth Illingworth, Northern Area	(GI)
	Roger Houston, Midland Area	(RH)
	Denise Oates, Eastern Area	(DO)
	Stephen Fraser, London Area	(SF)
	David Rance, Northern Home Counties	(DR)
	Alan Stanbra, Yorkshire/Humberside Area	(ASt)
British Judo:	Ronnie Saez, Chairman – BJA	(RS)
	Gary Henderson – Corporate Services Director	(GH)
	Colin McIver, Sports Director	(CMcl)
	Nigel Donohue (part time)	(ND)
	Sharon Hellend (Taking Notes)	
In Attendance as an Observer:	Alan Rickard	
Apologies / Not In Attendance:	George Kerr, President	
	Mick Leigh, Vice President	
	Tony Sweeney, Vice President and Universities Judo	
	Matthew Clempner, Police Sport UK	
	Bill Berry MBE, Judo Scotland	
	Robin Newett, Northern Ireland Judo Federation	
	Nadia Minardi, London area	
	Jim Crompton, UK Armed Forces	
	Jim Mackenzie, Army Judo	
	John Thacker, Royal Navy Judo	
	Steve Parlor, Royal Air Force Judo	
	Andrew Scoular, Chief Executive – British Judo Association	

Due to traffic delays on the day of the meeting, the start of the meeting was delayed and started at 10.15 a.m.

1. **Welcome**

CD welcomed and thanked everyone for attending the meeting today.

2. **Apologies**

The meeting was informed that apologies had been received from:

George Kerr	John Thacker
Bill Berry OBE	Steve Parlor
Jim MacKenzie	Matt Clempner
Robin Newett	Mick Leigh
Tony Sweeney	Nadia Minardi
Andrew Scoular	

3. **Minutes of the Council Meeting held on 7 October 2018**

The Minutes from the meeting held on 7 October 2017 were accepted as an accurate and true record of events.

Proposed: RB

Seconded: BD

4. **Matters Arising from the Minutes held on 7 October 2017**

There were no matters arising.

5. **Presidents Address**

CD expressed his delight at how the Association is currently performing and it was pleasing to see the number of medals that had been won at recent competitions, something which the Association has not seen for many years. However, he stressed that this is not only down to the performance team here at the Centre of Excellence but also the clubs as without their dedication and hard work, there would not be the number of successful athletes that we have.

6. **BJA Chairman**

As AS was unable to attend the meeting today due to a family bereavement, RS advised the Council Members of the format of the meeting informing them that this meeting had been called to give the Members an opportunity to discuss the third quarter business plan and to bring to the Board's attention any issues that they are not happy with regarding our strategic objectives.

RS advised the Council Members that:

- We are ahead of our targets agreed with UK Sport and Sport England
- The men are starting to medal at competitions
- The BJA are one of the first sports to have a governance action plan agreed with UK Sport and we are following the content of that plan by improving it and amending it to suit UK Sport's requirements.
- Culture within sport is currently a hot topic. With this in mind and at the request of UK Sport, a cultural health check has been done of the BJA and a cultural health improvement plan, which will be reviewed annually, is in place. The BJA will be measured in September as to its improvements and going forward this will be part of the funding matrix.

- Member engagement is improving and the introduction of a new CRM system will be far more interactive than our current system.

RS further advised the Council Members that the Board are happy with the way the Association is performing and meeting its performance targets. The Business Plan is now being brought to the Council so that the Council Members can see that we are achieving what we set out to achieve.

The Council Members were then informed that GH/CMcl and ND would make a presentation to detail the recent activities of the BJA.

7. **3rd Quarter Review of Activity Against Business Plan**

GH made a presentation to the Council Members and drew their attention to the 3rd Quarter Business Plan which had been agreed at the February 2018 Board Meeting and circulated at the Council Meeting for consideration and discussion.

The Council Members were reminded of the areas that were covered in the business plan as follows:

- **Vision**
- **Mission**
- **Values**
- **3 Objectives**
- **5 Headline Strategies:**
 - *Headline 1: Deliver a World Class Performance Programme*
 - *Headline 2: Deliver fully Integrated Programmes that will increase membership recruitment and retention levels*
 - *Headline 3: Raise the profile of the sport to generate greater levels of revenue influence and interest.*
 - *Headline 4: Provide effective leadership, governance and operational services*
 - *Headline 5: Provide opportunities to enable members to realise their potential*

GH advised that almost all of the milestone targets have been met with just a few items still in an 'amber' position. He considers the Association to be in good shape and made mention of the following:

Implement the Governance Action plan – the results of the governance action plan were agreed at the AGM in November 2017.

Implement the Sports Governance Code – the BJA continues to monitor its systems to ensure that it is fully compliant with the Sports Governance Code laid down by UK Sport and Sport England.

Establish a UKAD endorsed sport wide anti-doping strategy – a strategy has been drawn up and approved by UKAD and the Board to ensure that the BJA has an educational training programme in place so that every athlete and coach knows its responsibilities regarding any supplements that are being or have been taken.

10.30 a.m - ASt arrives

GH then moved on to the new bespoke CRM system being designed in association with 4Global Limited that is going to be introduced. The Council Members were informed that Sport England have invested heavily into the new system which should allow the BJA to promote a 'one judo family' by means of everyone operating on one system. The Council Members noted that the next round of UK Sport and Sport England funding is going to be particularly tough as the public purse continues to be

tightened so we have to look at how we can become more self-sufficient and get the most for our money and the new CRM system will allow the BJA to do this.

10.30 a.m SF arrives

The Council Members were advised that a lot of the processes within BJA are carried out manually and thus very time consuming but with the introduction of a new CRM system, this will allow the Association to speed up its processes and examples were given regarding the log books and membership cards which will all be digitally produced once the new system is up and running.

GH advised the Council Members that it is imperative that the BJA moves with the times and therefore providing a digital platform will give greater capability to the organisation. Also, with the implementation of the new CRM, this will enable us to evidence to our funders that we are achieving impact across the range of metrics.

Some Council Members raised concern at the difficulties that had been experienced in navigating their way around the BJA's website and the fact that it is not always easy to find what is being searched for when often sections are hidden away under other sections which you wouldn't think to look under. The Council Members were assured that their comments would be taken into consideration when looking at placing items on the website.

Concern was also raised regarding the new CRM system making everything digital which would mean that no 'hardcopy' paperwork would be produced. Although the Council Members were supportive of moving with the times, they were concerned that it was not such a good idea regarding its younger members as they felt that the average age of the children are between 5-7 and they like to have something that they can show to their parents or teachers in the form of a sticker or certificate. With this in mind, the Council Members felt that not everyone would want to use a computerised system. GH advised that the system has the capability to allow for better communication with our members, especially our younger members who make up the majority of our membership - the challenge would be how we implement this ensuring everyone is taken on the journey.

There was also concern in the room regarding the checking of licences etc for validity on competition days as there was not always a computer on hand. Council Members were assured that the BJA will work closely with the areas to determine what their requirements are, but an additional benefit would be that competition entries would be automatically checked against the member's record.

Some of the Council Members also felt that the new CRM system could be seen as a complicated system and suggested that an article be posted in the magazine to detail how it will work and how the website can be structured so that information can be easily located.

Action: GH

The Council Members were advised that every member will be able to access its clubs page on the new CRM system and each club and area will have the capability to manage its own membership and will also offer the following services:

- Event management will be able to be done online and will automatic checks will be done to ensure an individual meets the criteria
- Every member will be able to access a resource library and forum
- There will be an online shop
- There will be a customer feedback tracker where the BJA will be able to view and track what our members are saying and deal instantly with any complaints or concerns.

The meeting then moved on to the subject of GDPR which comes into force in May 2018 whereby all organisations have to comply with the requirements on the way data is stored and utilised.

There were some concerns amongst the Council Members as to who would be able to gain access to this kind of information. GH advised the meeting that discussions will be had with the clubs to determine who in their area/clubs will need to have access to the system. The new CRM system has been designed with the new GDPR act in mind which will mean that the BJA will ensure that all clubs will be GDPR compliant. The Council Members were advised that checks are currently being done by our legal advisors, Brabners, on what information we can give out to clubs so that clubs are fully aware of their responsibilities.

It is anticipated that everyone will be migrated onto the new system to allow them to check their credentials and make any changes and it will also give them an option of what information they wish to share.

With regard to the roll out of the system, the Council Members were advised that in the first instance the system will be trialled in the southern area and once fully trialled, will be implemented in the other areas. A test procedure is being carried out on the 8 March and the BJA are looking to roll the system out in April 2018.

8. **Recruitment, Retention & Technical**

CMcl made a presentation to the Council Members advising them of the following:

Membership – efforts are continuing to be made to increase our membership. Membership is currently up 985 year to date with a target at year end for 1,500 increase. With a further 3 months to run, it is anticipated that the target will be reached. Membership retention levels was currently at 65% slightly above the end of year target.

Gradings – The target set for the year end was 64% of members grading, but this has already been exceeded as we are currently at 69%. However, the frequency of grading has not been such a pleasing result with us only reaching a year to date figure of 1.4 as opposed to a year-end target figure set at 1.7.

The meeting was informed that our current database system does not allow us to know which age group is gradings more frequently. However, it is hoped that once the new CRM system is fully up and running, more accurate results and analysis will be able to be obtained. The only information available at present is that there are some 17,000 members, 30% of whom are known to never grade. Efforts are also being looked at to encourage the youngsters to grade more often.

Destination@BritishJudo – Sport England have invested a considerable amount of money into this programme which has allowed us to develop more hubs so much so that we have exceeded our year-end target of 8 hubs and currently have 11. The Council Members were informed that the target over the 4-year cycle is 20 hubs but we are already ahead of schedule and all these hubs will help us to become more financially self-sufficient. This has resulted in our participation targets of 2,000 for the year end to be well on track at a figure year to date of 1,705 and we still have a further 3 months to run.

A brief discussion took place regarding the Destination retention rates and the Council were informed that whilst there appears to be no problems with recruitment, retention is a concern and runs at the same kind of rate as the BJA membership.

Technical Programmes – The learning programmes for referees and technical officials have been revamped and were now being delivered to a higher standard. Participation in the coach education programme was in line with projections.

DICE (formerly AASE) programme – 5-6 centres are now running this programme which is proving to be very popular and successful.

Competitive Pathway - The Council members were advised that the programme for this year will remain the same as no real progress has been made with the national programme for competitions. Work will continue but so far it has proved difficult to get an agreement.

Discussion followed with regard to how the membership for these could be increased. CMcl advised the Council that we always try to encourage people to come back to judo and some do when their children take an interest in judo. This is an area which will be a focus for the 2018-19 Business plan and once the CRM system is working, we will be able to look at those who have attained their grade but are longer active.

9. **Performance**

ND gave the Council Members an update regarding the Performance Department and it's recent activities and made mention of:

Grand Slam Event – Paris – 10-11 February 2018 – this had been an excellent event with British Judo having the best set of results for 20 years, winning 1 x gold, 2 x bronze medals and taking a 5th and 7th place. ND felt that the quality and level of the performance from the athletes at this event had been outstanding and was probably due to the training changes that had been made to the Performance Programme whereby a real focus is made 4 weeks before each event.

A training camp has also taken place in Paris with a number of athletes being involved. ND also mentioned that the athletes are also benefiting from funding being given via the British Judo Trust.

The Board Members were also informed that the Visually Impaired German Open competition held in Germany recently also achieved some excellent results with 2 gold, 2 silver and 1 bronze medals being won. The Board learned that Jono Drane had also been involved as part of the Coaching Team for this event and it is hoped that he can continue to be involved for future events.

Ole Bishof – visited the centre a few weeks ago and spent time with both the Performance Coaching Team and the athletes all of whom found his visit very beneficial.

Haruka Tachimoto from Japan - will be in the Centre 26 February to 29 March 2018. Whilst she is here, Performance Staff and athletes will spend time with her to draw on her knowledge and experiences of the sport. During her time here, Haruka will receive help with her English and it is hoped that in turn, this will help to establish a good relationship with the Japanese.

Cultural Health Check Improvement Plan – this has to be submitted by 31 March and needs to show what improvements have been made since September 2017. BJA have been advised that UKS will review the plan and feedback to us. ND advised the Council that he does not foresee any issues with the progress that is currently being made.

Junior athletes on the WCPP – ND advised the Board that he was concerned at the reduction of junior athletes that were currently on the programme. Efforts are now underway to promote more junior members onto the WCPP.

The Chair offered congratulations on behalf of all of the Council Members to the Performance Department Team and athletes for their hard work and dedication.

10. Financial Review

The Financial Summary as at 31 January 2018 was presented to the Council Members and they noted the bank balance of £437,000. The Council Members were advised that we are well within budget and envisage starting the new financial year in a strong position.

It was agreed that the financial Review be circulated electronically to all of the Council Members.

Action: GH

There was some concern regarding the amount of time that Areas were having to wait for grading and licence rebates. GH and RS advised that this would be looked into and the Areas rebates would be paid as soon as possible.

Action: GH/RS

11. 2018-19 Business Plan

The 2018-19 Draft Business Plan was circulated around the Members. GH advised that although this document is still under discussion and will not be signed off until the April 2018 Board Meeting, he invited the Council Members to submit any comments to him as soon as possible via email to gary.henderson@britishjudo.org.uk

12. Any Other Business

RBi commented that as Council Members are considered to be Ambassadors for the Association, she was concerned that in order to carry out the role to their best ability, information being discussed at Council Meetings should be circulated to the Council Members well in advance of the Council Meetings to give the Council Members a chance to digest the content and if necessary have discussions with clubs etc so that it can be reported on at the Council Meeting which would then allow the Council Members to be more effective in these council meetings.

The Senior Exec Team noted this comment but advised that as the Board meeting had only taken place 2 weeks before the Council Meeting, it had not been possible to circulate the papers any sooner than they had been.

CD thanked everyone for their input into the meeting and there being no further business, the meeting closed at 12.30 p.m.