

FINAL
BRITISH JUDO ASSOCIATION (BJA)
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
HELD ON 18 JUNE 2019
KUDHAIL HOUSE MEETING ROOM, KUDHAIL HOUSE
238 BIRMINGHAM ROAD, GREAT BARR, WEST MIDLANDS, B43 7AH
AT 10.00 A.M.

PRESENT:	Ronnie Saez, Chair	(RS)
	Peter Blewett	(PB)
	Alex Slade	(ASI)
	Ryan Wilkinson	(RW)
	Andrew Haffner	(AH)
	Malgorzata Grzyb	(MG)
	Neil Fletcher	(NF)
	Loretta Cusack-Doyle	(LC-D)
	Graham Campbell	(GC)
IN ATTENDANCE:	Andrew Scoular, Chief Executive	(AS)
	Colin McIver, Sport Director	(CMcl)
	Sajid Hussain, Head of Finance & Operations (in part)	(SH)
	Nigel Donohue, Performance Director (in part)	(ND)
	Sarwan Singh (Observer)	(SS)
	Justine Lynch (Minute taker)	(JL)
APOLOGIES:	Bill Taggart, Chair Northern Ireland Judo Federation	(BT)
	Claire Lish	(CL)
	Fred Prosser, Chair Welsh Judo Association	(FP)

41.1	WELCOME	Action
	<p>The Chair welcomed and thanked everyone for attending the meeting. He also introduced and welcomed SS from Sporting Equals who was attending the meeting as an observer and part of a training exercise.</p> <p>RS then introduced and welcomed JL to BJA as the new Executive Assistant.</p> <p>AS explained to the Board the reason for the change of venue for this meeting was because the George Kerr Suite at the Performance Centre was being used for staff training.</p>	
41.2	APOLOGIES	
	Apologies had been received from Bill Taggart, Claire Lish and Fred Prosser.	
41.3	DECLARATION OF ANY INTERESTS/CONFLICTS	
	<p>Members were reminded of the need to declare their interest in any items requiring a decision and to remove themselves from such decision making. No conflicts with the agenda items were anticipated.</p> <p>There were no declarations of 'Other Business Interests including Directorship/Major Shareholdings'.</p>	

41.4	ANY MATTERS FOR ANY OTHER BUSINESS	
	LCD wished to add weigh-ins for under 12s. PB and MG both requested that the Commonwealth Games Championship be discussed. AS confirmed that this would be covered in his update.	
41.5	MINUTES FROM PREVIOUS MEETINGS	
	MINUTES OF THE MEETING HELD ON 9 APRIL 2019	
	The Minutes of the meeting held on 12 February 2019 were accepted as a true and accurate record of the meeting subject to two minor amendments: typing error on page 10 “Saffing” to be amended to Staffing; page 11 at point 40.9 part of sentence has been excluded.	JL
41.6	ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)	
	<p>33/14.1 – Sport Directorate Update – Club Registration – Action ongoing, will be implemented in November.</p> <p>33/14.2 – Sport Directorate Update – BJA Area Roles and Responsibilities – New constitution has been drafted. Remove from action list.</p> <p>34/10.8 – Governance – AS met with Emma Farlow, Senior Governance Manager, UK Sport “UKS” on 21 February 2019 as previously advised. However, on 3 April 2019, AS received an email from Emma Farlow advising that following an internal restructure of portfolios the BJA’s Governance Manager will now be Jonny Wynne. AS to meet with Jonny in the near future. There will be a managed period of handover between Jonny and Emma in order to ensure complete continuity. Emma’s involvement with the BJA will continue albeit in a slightly different capacity. Remove from action list.</p> <p>It was noted that UKS are currently undergoing a new regime with potentially a new Senior Management Team and procedures and a new CEO (final interviews were held recently). An announcement is expected in the near future. POST NOTE: Sally Munday now announced as new Chief Executive.</p> <p>37/9 – Chief Executive’s Report - Ross Taylor (Drake Judo Club) Hall of Fame Being discussed at the Rewards & Recognition Group. The Judo Hall of Fame Membership is divided into two categories; Athlete Members and General Members. Athlete Members are those who have competed at the highest level of competition available in Judo. General Members are selected for excellence and outstanding achievements in roles supportive to sports participants (administration, coaching/training, sports media/history, sports science/technology and officiating, refereeing, judging). Criteria for nomination, how to apply and nomination forms have been drafted for further discussion and development. AS updated that the nominations fall into two categories: International and Domestic/Contribution to British Judo and that the judging panel will include Presidents and Vice Presidents. RS commented that that the criteria would inspire a lot of debate. BJA need to consult with the home countries and as many interested parties as possible to minimise/protect BJA from as much criticism as possible. AS confirmed that the form and criteria had been submitted to the Rewards & Recognition Committee and the drafting process had started with consultation with the IJF. CMcl requested PB’s opinion on this. PB added he thought getting all relevant parties to agree on the criteria would be a challenge. CMcl added that the Engagement Days would be good opportunity to gather feedback and should be uploaded to the website with comments welcomed. ASI advised that the it would be beneficial to make the steps on how to consult on the criteria very clear and within a</p>	CMcl

	<p>detailed framework. The more specific the better as this narrows the scope of the response.</p> <p>Action: Current Hall of Fame nomination and criteria information to be circulated and uploaded to the BJA website for comment and added to the September Council Meeting agenda. Action ongoing.</p> <p>37/9 Transgender policy: AS has drafted a Transgender policy and will pass to ASI for review and comment. Also need to pass to IJF and EJU for comment. Document was passed to IJF and EJU. IJF approved all bar a minor referencing point and not something the EJU are currently looking at. Still waiting for IOC direction.</p> <p>Action: Policy to be circulated to the Board, then remove from action list.</p> <p>39/11 – Risk Register - Health & Safety: Awaiting outcome of Claire Lish review. Action ongoing.</p> <p>39.13 – Chief Executive’s Report - History Project – AS met with Dr. Heather L. Dichter, Associate Professor of Sport Management, Leicester Castle Business School International Centre for Sports History and Culture, De Montfort University on 11 March 2019 to discuss ways in which the Business Management in Sport MSc students from De Montfort University can support British Judo. Further to the meeting, Dr Dichter attached the form for the fieldwork (internship) for a minimum of 140 hours and runs from June – August. It can be on-site, remote, or a combination thereof. There are no costs to the BJA. The working group to meet and frame out what this will look like and bring back to the Board in due course. This project is currently on hold but the university have confirmed they will cover some of the costs. AS has a meeting to follow up on Friday 21 June. POST NOTE: The university has given 100 hours of time to formulate a bid document to the Lottery. Action ongoing.</p> <p>39.13 – Chief Executive’s Report – Selection of Referees for Events – it was noted that AS had written to Ryan Koolen at BUCS seeking clarification on the BUCS Judo event in the future as requested at the last Board meeting. The BJA is conscious that this is an event run by BUCS, however we do send our referees to the event. AS explained to BUCS that he had received a request from the BJA’s Referees Commission that they would like the event to be part of their appointment schedule thus ensuring that we send the most appropriate qualified referees to the event and more fully integrate the competition into the event programme. The suggestion, as with all the other national events, is that they would appoint up to 8 referees to the event. AS requested BUCS’s agreement and in return, we will ensure that the event is then promoted and classified within our events programme. A response was received from BUCS to the effect that the suggestion makes sense but they want to carry out more research on how they have done things in the past and if there are any reasons why they could not make this switch. AS has written to university, who were initially helpful, but have not been in contact since. AS to facilitate a meeting involving all relevant parties. Action ongoing.</p>	<p>AS</p> <p>AS</p> <p>SH/CL</p> <p>AS</p> <p>AS</p>
41.7	RISK REGISTER	
	<p>AS advised that there was no significant change to the Risk Register. Destination@BritishJudo “D@J” had been left marked red however there has been an improvement in the mitigating circumstances. AS asked RW for comment. RW responded that removing the first risk on the register could be considered and would be discussed at the next Audit & Risk Committee Meeting after the audit is completed.</p>	

	<p>AS commented that SH would join the meeting later and provide more detail on the audit but he and SH had spoken to the auditors who had been very complimentary of BJA.</p>	
41.8	CHAIRMAN'S REPORT	
	<p>The Chairman opened by asking the Board members if they had any questions on his report. As no one raised any, RS continued with a summary of his report.</p> <p>A key priority for the rest of the FY/12 months is the UK Sport Paris 2024 Funding Cycle. UKS have completed their strategy exercise, results of which will be publicised. RS, AS and ND are attending a Strategy Briefing Session on Thursday 5 September in Manchester. RS added that it is not clear at this stage if they will be continuing with the "What It Takes To Win Model" either in its' entirety or tweaks.</p> <p>RS then explained there are two elements to the assessment process and that priorities have changed. A lot of sports were not included in the 2020 funding cycle. It now seems Performance Pathway has created a more long-term approach and looks at potential 2024 and 2028 Olympic athletes. Better approach but could put infrastructure in danger for NGBs unless UKS is given more money by the exchequer. How this money is managed could be a real issue too. RS continued that in his opinion, medal success may not be as important as it had been in the three previous funding cycles. Recent example was that BJA hit medal target in 2016 but could have potentially had a reduction in funding.</p> <p>BJA strategy must meet the needs of our funding partners going forward with a focus on emerging priorities. With this in mind, RS confirmed there would be a Strategy Planning Day mid September in between the World Championship and the Commonwealth Judo Championships. It would take the form of a dinner on Friday evening followed by a meeting on Saturday. Attendees to include Board, Senior Leadership Team and a few externals. The main focus will be to be question how the strategy is going so far; does the strategy still meet the needs of funding partner; how can BJA improve competitive results; and increase membership numbers.</p> <p>PB commented that we seem to be very reactive to UKS and SE and luckily BJA has not had significant cuts, but perhaps should look at what BJA are good at, what services we can provide and then offer to other smaller governing bodies as a possible funding stream.</p> <p>RS and AS had discussed this previously and funding partners are keen on this type of cluster agreement. RS continued that it would be good to get combat sports to come together, not only for development but should give better value for money without high expenditure.</p> <p>RS agreed that this was something worth discussing, with very clear benefits. Anything that can reduce costs/increase revenue is worth consideration but should just stay conscious of the management time spent doing so.</p>	

MG enquired if it was fair to assume that funding from UKS will go down in the summer? If so, we need to be prepared and look for cost savings so we can be as lean as possible. RS responded by saying that UKS go into a high level of detail when considering which sports they fund. ND could propose a suite of programmes that require £10m to fulfil the proposal. UKS would then scale down the funding to an amount they are happy with and the programme would have to change in line with the funding. AS added that we have just carried out a Stress Testing exercise with SE, with Performance doing the same shortly.

AS further commented that on a positive note our athlete projections for Paris are much better than for Tokyo and that it would be interesting to see what happens with the appointment of the new Chief Executive at UKS. She has stated she will be reviewing the back office in UKS as it is currently quite heavy staffed. AS continued that there is a concern/potential risk, that during the second part of the funding cycle, the funding is split between men and women. The milestone target has already been split. Although the male squad for Paris is looking a lot stronger. There is also a push to pull NGBs into hubs and trying to link BJA with wrestling. AS is in discussions with English Institute of Sport (EIS) regarding them moving to the Walsall Campus, this could also give BJA some protection.

RW suggested that the best place to start was from a bad scenario where the level of the men drops, win less medals and interest in general is reduced and think about what we can sell to commercials and stakeholders.

AS said the Commonwealth Judo Championship was to be aired live on YouTube as well as IJF sites.

RW continued that his company does have certain hubs sharing costs with the skeleton infrastructure shared across offices using CRM. AS acknowledged and added that this could easily be done with the structure/processes we currently have in Finance, as an example. Currently have 65 people on our payroll, but an increase to 200 could run for the same cost.

AS then cited The Jockey Club who have been successful in building such business hubs. They have an introductory rate and they have then gradually increased costs. Areas where they negotiated deals include buying/leasing agreements, e.g. photocopiers. SE has attempted to do the same but AS feels they do not fully understand how NGBs function from day to day.

NF suggested that Aikido in Leeds could be interested and a quick win. It is quite sizeable with gradings and its own premises. AS responded that British Judo Council "BJC" had previously approached Aikido but they had not shown much interest. More interested in event entries.

RW added that that there are two ways of approaching this by selling processes or by joining platforms and using one remote server, with individual branding.

AS informed that a proposal had been drafted previously for combat sports. RS commented that need to build relationships with small vulnerable NGBs. The income percentage would be small but would give the benefit of gaining access to their agenda. AS further commented that this would save SE money and potentially provide a kickback.

AS suggested that British Jujitsu “BJJ” may be interested. RW agreed and PB added that there are Brazilian Jujitsu clubs opening up all over the country in high street locations. RW suggested that the DJ model could be used, rebranded with Destination Jujitsu. RS raised the point that need to be conscious they don’t become a competitor for BJA.

AS informed that he had been in contact with several NGBs including discussing events. The same issues come up with regard to seating, damage etc and that the entry fee does not cover the costs of the events.

RW added that a central office would be a good option, also providing something to take to the funding partners showing we had worked on collaboration and shown commitment, focused on strategy. AS added that this had been the vision for Loughborough but it had not worked. Need to focus on 3 or 4 NGBs and sell to them.

RS bought this topic to a close but added that it had been a valuable discussion and should form part of the agenda for the Strategy Day in September. AS currently working with the university to draft proposal and report on possible funding partners and cluster arrangements and research model used by The Jockey Club.

Action: To be added to the Strategy Review Meeting Agenda

AS

Participation

Engagement Days are being scheduled with the first one taking place in August and potentially 4/5 more by end of the Financial Year. They would provide an opportunity to consult on the Hall of Fame, BJA strategy and Area Governance changes.

Area Governance Changes

RS informed that at the Council Meeting in May, the main item discussed was Governance structures. Jonathan Hall explained the changes at the meeting and a debate ensued on whether they should incorporate or not, they need to weigh up the pros and cons. Members were asked to consult with their areas and gather feedback. The next meeting is scheduled for 7 September and a final decision should be made there. RS added that some of the meetings had been difficult with 4 Area Chairs sending apologies to the last meeting. It needs to be made clear that these meetings are compulsory and that to make real changes, Chairs must attend. It had been alleged that the BJA did not consult on changing the format of the NTC and had received criticism for this, but BJA had consulted.

Events

RS confirmed that the 2019 British Judo National Team Tournament championships will go ahead on 5 & 6 July, with a minimum of 5 teams in each

	<p>category. LCD added that we need to encourage teams to attend and not to abstain out of principle and that blame for not is being put on the event being held in Scotland. All areas should enter a team if they have one available, location should not be used as a reason not to. RS suggested that this should perhaps go to tender next year and location discussed.</p> <p>Lastly, RS updated on the European Games. Last year BJA had been very successful in terms of medals, winning 5. Anticipating 2 to 3 this year but the standard of judo is higher this year as it is a qualification year for the Olympics. RS added that as we had good results in the past 6 months, it was hoped this would continue at the European Games.</p> <p>Commonwealth Judo Championships AS advised that all the information has been distributed and posted to the website. Early indications are promising, generating a lot of interest both domestically and internationally. Already 168 Scottish entries but this should rise to over 200+ and hoping for 600+ from England and the target for entries met.</p> <p>In response to PB's enquiry on how many countries had been invited, RS informed it was 21 and that the invitation had now gone to the Commonwealth Federation Members too.</p> <p>MG suggested this was covered in more detail later in the meeting as it had been agreed in Matters Arising that it would be discussed. Agreed.</p>	
41.9	CHIEF EXECUTIVE'S REPORT	
	<p>The Chief Executive's report at item 9 to the Board papers as previously circulated was taken as read. The following points were highlighted:</p> <p>Commonwealth Judo Championships Entries were coming in at a good steady rate of between 15 and 20 per day and the pre-cadet entry number is ahead of target. CMCl added that there are 250 confirmed with the 2nd round of selections still to take place. AS informed that there are confirmed entrants from Australia, Canada and Gambia and that the event was being heavily marketed. MG enquired as to the nature of the marketing and that we needed to push for as much international participation as possible so that it does not become a domestic event. AS responded that all members of Commonwealth Judo had been emailed directly and it was being heavily marketed on the website. In response to MG's second point, AS agreed that we were keen for a high international participation but added that a downside was that it is almost definite that most of the medals will go to the Home Nations.</p> <p>AS then updated that we had already received £7k in sponsorship from Gerry Gualteri and NEST. The next focus with regard to sponsorship is to look for organisations and business to sponsor a weight category at a cost of £250 each. The budget for the event is tight but AS is confident the event will be a success owing to the number of participants. AS has a meeting with the University of Wolverhampton on Thursday 20 June to discuss but they have already agreed</p>	

	<p>to cover the seating cost of £5k. MG enquired at what point entries would be closed. AS informed that this was in approximately 6 weeks time for the closed elements but it was likely the Veterans would enter later than this and keen to keep the entry open for as long as possible. AH asked if this would not cause a problem, and that the point of setting a closing date was to encourage early entry. AS acknowledged but added that VIs is the only area where targets are not being met, currently about 20/25 entrants. Even though we may struggle to get more participants, AS did not think this would have much of an impact on the event as a whole.</p> <p>Action: AS to circulate an update on the event every 3 weeks.</p> <p>PB then raised the subject of Wild Cards. AS advised that England will probably need to use these because of the age groups but there is flexibility. PB agreed that there needed to be flexibility and as inclusive as possible.</p> <p>AH questioned the timing of the weigh-ins for the competition on Saturday. They are currently scheduled for Friday at 3.30pm which will mean children will have to take time out of school to attend and suggested 7pm to 9pm would be a more convenient time.</p> <p>Action: AS to speak to Jessica Hastings.</p> <p>AH raised a couple of issues he had encountered. Firstly, he had only been able to locate the entry form for the pre-cadets on the BJA website. Secondly, event outlines state that the Veterans contest is 4 minutes long and should be 3 minutes, then 2. AS stated that they had been checked by the CJA but he would look into this.</p> <p>Action: AS to check with Jessica Hastings.</p> <p>RS added that it is an IJF tournament so participants need to be a member of the IJF. RS and AS had previously discussed members of BJC being allowed to enter but they only have access to domestic events, they can only enter if they have BJA membership. Otherwise BJC members would get the same benefits as BJA members but at a lower price. CMCl added that this is a Commonwealth Judo Association decision and there will be IJF officials attending the games. PB enquired how many people this was likely to effect and AH responded he did not think it would be a high number. AS added that an upgrade could be considered and he would look into it. RS agreed, perhaps charge the difference between a BJC and a BJA membership fee, but there could be an issue forcing people to join, perhaps more comfortable with a one day upgrade. RS added there are only a couple of strong BJC clubs and most of those have joint membership anyway. ASI pointed out that it was not just the financial differential that needed to be considered, they would still not be a full member of the BJA.</p> <p>AS then continued with a summary of his report.</p> <p>BJA have received an additional £70k from SE, just waiting for the Terms & Conditions to be finalised and should be completed in July. There was a 6-month review scheduled for week commencing 17 June between AS, CMCl, JH and SH, they would then meet with the Chief Executive.</p>	<p>AS</p> <p>AS</p> <p>AS</p>
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AS had a meeting with English Institute of Sport (EIS) early July to discuss them relocating from the Alexander Stadium to the Walsall Campus.

Sally Munday has been appointed as the new Chief Executive Officer for UKS and AS planned to invite her to visit the Centre of Excellence.

AS had met with the Vice Chancellor, and members of their Finance and Legal Departments, at the University of Wolverhampton (UoW) to discuss the Centre of Excellence extension. They have agreed to a spend of £500k and AS is now working with Performance to discuss a rent increase. This has to go to UKS and the to the Audit & Risk Committee. Currently looking at the plans and there is going to be a small extension. The work is planned to commence after the Commonwealth Games.

AS updated on Office Vibe, which has now had a second cycle. The Net Promoter score is low because it only takes account of scores of 9 and 10. Gives a bad impression, but overall the results are positive. MG enquired what questions were asked and if they could be tracked. AS responded, they are different each month and we do get sight of comments as well, which are going to fed back to the Performance & Culture Steering Group. AS added that the feedback comment, which are anonymous, are generally positive and Vibe also gives suggestions to improve scores.

ASI asked AS if there was information on how the scores are tracked to create the Net Promotor score. AS replied that any score 7 and below was seen as a negative.

RW explained how his own organisation had rolled this out. In the beginning, they had sent a survey every Friday for one month. The questions were then modified based on the results. The survey was then sent every two weeks and now goes out once a month. The individual scores were not to be scrutinized too deeply, it is more about tracking the changes. RW's organisation had also compiled bespoke surveys if a change had been made and wanted to track to see if the change had made a difference. RW added that it will take about 6 months for the information to become more useful. AS agreed.

AS informed the Board that our insurance had only covered Judoka up to the age of 80. This has now been amended to over 80s but with reduced cover for active members. This would be highlighted in the membership information. MG queried if this would affect the premium and AS confirmed it would not, as long as our claim ratio remained below 45%.

Finance

SH to cover later in the meeting.

British Olympic Association "BOA"

AS updated that he had a meeting with the new CEO Andy Anson, the previous week. Andy had played a lead role in the bid for the England World Cup and had previously been involved in Tennis.

	<p>Governance We are now submitting an annual plan and have budgeted £20k for governance, in two lots £10k.</p> <p>Business Continuity Leigh Butler has remained working at BJA and has been carrying out some of the work previously done by Sharon Helland and drafting our Business Continuity Plan which is now ready to be sent to a specialist for review. A date for testing this will then need to be organised.</p> <p>Data Processing We have changed our DBS provider to GB Group. United Medicare was an inherited provider, who did not provide us with a good service. The only one potential negative with GBG is that you have to go to a Post Office to get your form checked at a cost of £6. It is a much better system and cheaper. There have not been any negative comments as yet.</p> <p>As an aside, at this point, PB mentioned that John Thacker had sent his report to the Conduct & Complaints Commission for checking before it gets published.</p> <p>Safeguarding AS summarised that even though it looks like there are a lot of safeguarding cases on the report, no areas for concern, as the majority of them are with the police.</p> <p>AS added that SE are currently carrying out a pilot on processes for safeguarding and using sport resolutions. Our system is the same standard and agreed they can use ours if a serious case arises.</p> <p>AS then added that Marina Dain would be starting work at BJA in August on a part time basis, 3 days a week. She will be working on safeguarding and other areas of BJA admin. This is also a succession planning appointment.</p> <p>ASl pointed out that there was potentially a typing mistake in the safeguarding report in Case No. 30.05.19. Should be “had” not “has”.</p> <p>Action: AS to contact Keith Eldridge to clarify.</p> <p>As an aside, GC updated on Judo Scotland, that all clubs are now members of BJA and that he required a list of all the clubs for the Judo Scotland AGM. CMcl confirmed he would be receiving this on Friday 21 June.</p>	AS
41.10	PEOPLE & CULTURE	
	<p>MG gave a verbal update and reminded the Board that the role of the People and Culture Group was to link into the Performance Management Steering Group. Karen Roberts, Joyce Heron, Ben Pollard and a couple of other members of staff were doing an outstanding job and should be commended for this.</p>	

	<p>MG continued that they have been successful in enthusing staff. The Values League was discussed at the last meeting. This is where staff are encouraged to nominate a colleague who has demonstrated one of our values. The value nominated for changes each month. There is an award of £20 for each winner, with a best of the best at the end of the year. KR has informed MG that it is going very well and is a good way of embedding the values into staff. AS added that there have been winners from across different departments and staff are taking an interest in it. MG stated that she hoped this would be picked up in the Vibe research.</p> <p>MG continued that the other main strand of the committee was training. Following on from the staff away day in December, managers had now had training, which was being rolled out wider to other staff today. Discussions had been around what leadership expect and behaviours. Staff need to be engaged to make this more cohesive. MG and KR were meeting after the training session today for a debrief as it is important to continue to implement the learnings.</p> <p>MG then updated on the training the Performance Team had with Adie Sharrif. This had been very well received and again this was to be rolled out wider to more staff. MG added that there had been a lot of good feedback and ideas following this.</p> <p>MG then requested that AS take an action to ensure that the members of the PMS Group were recognised for their participation in the group, which is on top of their every day role. Adding they were having an impact and it is important that they make an impact on the wider environment.</p> <p>Action: AS to acknowledge in next CEO Update Newsletter.</p> <p>AS commented that he definitely felt like there is now more of a team atmosphere and a noticeable difference since the relocation from Loughborough.</p> <p>12:01 The meeting was paused for lunch 12:38 Meeting reconvened</p>	AS
41.11	AUDIT & RISK	
	<p>RS then requested SH and RW talk the Board through points 40.11 and 40.12 together.</p> <p>RW advised that the CRM was now working much better.</p> <p>The policy review is ongoing. CL is reviewing some and the Reserves Policy is ready to be submitted to the next Audit & Risk Committee Meeting. SH had reviewed the Triathlon Reserves Policy, but concluded BJA would be better producing their own..</p> <p>With regard to the audit, this is just awaiting sign off. The completion meeting had taken place the previous evening. RW said an issue had been raised that they saw a weakness in reporting but this had been cleared off and an issue</p>	

around budgeting for competitions but this has been mitigated. AS commented that this is an issue all NGBs have.

SH further updated on the audit. The auditors had come into Head Office at the end of April. Originally they were due to be here for 5 days, but had concluded the audit in 3 days. The Finance Team had done very thorough preparation and reporting for the audit and it went a lot smoother than last year's audit. SH expanded on previous issue RW mentioned, of the Veterans Competition, and added now Finance covers the event and goes to the Board for sign off. Issue for all NGBs as it's not possible to get final figures until a few weeks before. SH advised that all issues with the audit had been ticked off and are now looking at a reserve of just over £100k.

AS commented that the auditors had been very impressed by what the Finance Team had produced and submitted. SH added that they had been very surprised to be able to carry out the audit in April, the first NGB to do this. Under Any Other Business RW advised they were still waiting for the Board to sign off the Terms of Reference. RW had hoped it could be done at this meeting but he had not spoken to CL to ascertain if this was something she still wanted to carry out. RS confirmed that he had spoken to CL and she does wish to continue.

RW added that the Audit & Risk Committee Terms of Reference are ready for the Board to sign off and Gary Henderson would be changed to Sajid Hussain, as the member of the Audit & Risk Committee.

PB enquired if the reserve would stay in the current account or spread out. SH advised that it is not going to be left in the current account. A separate reserve account was going to be opened, which BJA had never had before, and it would be in there and build up with deferred income commencing this year. AS added that this way, it would be clearer to see and could be spread properly.

SH continued that the first few months of the year had gone smoothly with some savings around staffing. Both Sandra Klinger and Sharon Hellend's roles would not be filled.

SE have confirmed they are happy with our submissions and enquired how long it takes us to do returns as they want to use our process for other NGBs. SE have asked for a meeting in London to roll it out. Received good feedback from the Head of Sports Investment.

SH then updated on membership, informing the Board that we are just above budget for memberships, but gradings are just below. May had been a quiet month but hoped this shortfall could be caught up in the next couple of months. Speaking to Dave Horton-Jones with regard to rolling out new initiatives. SH also mentioned that we do now have an Intervention Policy.

RS requested clarification on this point.

	<p>CMcl explained that we are now looking at taking the rebates away from the areas and giving them to the clubs as a way of incentivising the clubs to do gradings. This can be offset against rebates. SH added that we would need to agree a percentage that works for both parties.</p> <p>NF agreed he thought this was a good initiative. AH added that the areas aren't able to generate memberships and that some have not been involved, don't acknowledge some clubs exist.</p> <p>RS stated that we need to increase this from 1.4 to 2 and the areas do have a marginal role in doing that. Offering a direct subsidiary to the clubs with a target on gradings and offer a 50% subsidiary on a 3rd grading every year. Needs to be a substantial subsidiary to see a benefit.</p> <p>Competitions & Events</p> <p>SH advised they are monitoring the CWG budget closely and is confident the event will come in on budget but it is still a risk. SH is meeting with NEST again to see if they will increase their investment.</p> <p>Destination Judo</p> <p>Budget shows a £20k loss but £10k has been saved by returning some of the vans. DJ income is being reviewed weekly. Now have more control. CMcl added that 5 hubs have been closed without much impact on income or participation. AS informed that we are where we expected to be in August already. The Intervention Policy is to be added to the agenda for the Board Meeting on Tuesday 13 August.</p> <p>RW then raised the intervention policy, stating we do not want to get back to our previous position and highlight any issues quickly, taking proactive and remedial action. CMcl informed that the policy had already been evoked with one hub that was flatlining. The top DJ coach is going to work alongside the coach in his coaching environment. Adding that Facebook is being used for targeted marketing. SH informed that summer camps were being organised, something that had never been done before, and this would bring in additional income over a time when it is normally very quiet. Intervention Policy to be added to the agenda for the Board Meeting on Tuesday 13 August.</p> <p>Final point was that gradings for children had increased from 65% to 79%. RS questioned if this was included in the overall picture. SH advised it wasn't, DJ reported separately.</p>	CMcl
41.13	SPORT DIRECTORATE	
	<p>13:35 SS left the meeting. RS thanked SS for attending and hoped he had found the meeting valuable adding the BJA Board are always open to visitors and welcome working alongside other sport organisations. SS thanked the Board for the invite.</p>	

Membership/Gradings

CMcl highlighted there had been a fall in membership in Northern Ireland and Wales. MG enquired how the numbers in the table related to the chart and did the 33,881 include affiliates.

CMcl explained the relationship between the table and the chart. He confirmed the affiliates were not included in the England figure but were included in the figures in the total column.

MG further enquired on whether the gender balance had changed and what the split is. CMcl responded it is 76%/24% across the association as a whole. MG commented that this was low for women and asked if there was a way this could be increased i.e. if the objective is to increase membership overall, then increasing female participation should be a priority. CMcl informed that it was higher for DJ and Cadets at 60%/40%. MG suggested that perhaps a more targeted programme was needed, bearing in mind the success of the women's programme. RS mentioned the "This Girl Can" initiative and AS commented that this tended to be more inclined towards other areas such as athletics, swimming and park run.

MG then stated that with the European Games and the Olympics both taking place next year, this could potentially be a good opportunity for a communication in relation to females at these events, establish a plan including national media and reaching more than just Judo channels, targeting people outside of Judo.

AH stated that the ratio at his club is 55%/45% and the coaching split is similar, so there are good role models but that some clubs are at 95%/5%.

CMcl informed that there had been a targeted women and girl's initiative previously. It did have some impact but it was not particularly successful. LCD added that more work needed to be carried out on the development side. CMcl stated that assistance was provided to help women through the coach education process. Adding that the percentage was a lot better for younger members but they tend to drop off at age 12 and an initiative is needed to stop this trend.

LCD suggested using the current successful female athletes in marketing campaigns. NF agreed we are not currently marketing our best athletes. AH commented that a lot of the advertising posters placed in schools do only have photos of boys, no girls. MG said she thought this needed to be a two-pronged approach i.e. (1) using female role models to motivate women and (2) creating a different pathway for girls because the barriers for girls are different. CMcl informed that this research had been carried out previously.

RW suggested girl only sessions focusing on technical aspects and fitness. Sophie Cox currently runs lady only camps and they have proved very popular. Could look at this as an offering. AH said he has a separate gym for girls who don't want to have a training session alongside boys. AH then added we need to look at the attraction and retention levels and at what point we are losing

them. AS mentioned Sally Conway being the flag bearer at the European Games. This would give Judo excellent media exposure, but this information is embargoed until the official announcement. MG added we should also use the results from the games as part of marketing programme.

ASl queried if BJA could piggyback on the “This Girl Can” initiative as this is a well-known marketing tool. RW then raised the question as to whether Taekwondo had seen an increase in participation following Jade Jones’ success. AS suggested that it may be difficult to obtain the statistics but would speak to the Chair of Taekwondo. MG asked if Ben Pollard had a media contacts list and any strong media contacts who could be encouraged to write more about female judoka, and ASl asked more specifically if there were any at places like This Morning for example. AS informed that we had be careful with the media around this and work alongside BOA on the morning of the release, they are controlling the announcement. There was a lot of discussion concerning this area of work and CMcl would investigate future opportunities.

Club Registration

CMcl informed that the CRM had difficulty coping with the registration process and there had been manual intervention but this was now completed, with only about 10 still to be added. The membership team have been contacting the TBC clubs and have now confirmed that 12 clubs have been closed. This is ongoing and expecting a few more clubs to register. AH requested clarification on whether clubs that have rebates exceeding the club registration fee. CMcl advised some paid by direct debit and there was a list being sent to Scotland of clubs and who has paid.

CMcl updated on the SE report that 21 targets across 20 NGBs had been missed and BJA fall into one of them that has missed. SE will be questioning BJA on this. AS stated that we were still within the allowable 5% of the projections.

PB enquired if there was a learning to be taken from the target that was imposed on us and if the targets are acceptable. CMcl stated that we had not been focussing on it enough and increasing membership. AS added that the target was set with SE alongside our strategy. CMcl informed that we had stated we would have 50,000 members by 2021, but we were not going to reach that target and that is a question SE will raise at the meeting on Wednesday 19 June. RS clarified the numbers. A 5% miss would mean 47,500 members, so that’s a required increase of 1,500. RS added there cannot be complacency in this area, needs to be a focus and asked what needed to be done to become more focussed. CMcl advised that we need to work with current members, build campaigns that get both the clubs and the areas involved for a 3 to 5 net gain for each club. Marketing and Sport are working together on this. It’s been running since before summer and still have 6 months of the year.

AS stated that SE have been enquiring about younger graders and members and this will come into the strategy discussion. He added that we had been focussed on retention as a cheaper option than recruitment, this has led to recruitment suffering. Also, operated via areas and now we should focus on

	<p>working directly with clubs. AH agreed that even if an area is running well, they are not able to get new members. Also, said that ND and Performance Team are doing a fantastic job but not necessarily impacting on Judo at grassroots level. CMcl agreed with AH with regard to Performance and that the website was focused on this. NF pointed out that there was a need to make inroads into schools. AH suggested that we needed coaches going into schools and running 12-week courses. CMcl stated that working alongside the clubs is the only solution. It is the clubs that will grow the memberships. Need to engage and incentivise the clubs. The grading rebates going direct to clubs will help this relationship.</p> <p>CMcl did add that changing where the rebates are paid is going to generate issues. RS advised that Service Level Agreements need to be agreed with the areas where we can stipulate exactly what is expected from them. Clubs will need to deliver on this as set out by the BJA. It is of course going to change the nature of the relationship and agreed with CMcl, cause some disruption. RS then asked the Board if they were happy with this proposal. Board agreed.</p> <p>We will also reward the clubs that recruit more members in other ways. Also, carrying out Engagement Days with the first one being held on 7 August in St Albans.</p> <p>Club Voting Rights</p> <p>CMcl advised that this had not been passed on it's first run through the Board and would be better changed next year. RS clarified that we are looking at the possibility of a one member one vote system.</p> <p>Change to Weigh-in Rules for Boys</p> <p>LCD raised that she had to leave the meeting soon but wanted to discuss wearing t-shirts at weigh-ins. Girls wear t-shirts and judo trousers for the weigh-ins but the boys only wear judo Trousers. LCD suggested that boys, under the age of 12, should now wear t-shirts when weighing in the same 0.6kilo weight allowance as girls. Boys would compete wearing judo jackets as normal. This could also mitigate potential safeguarding risks. AH commented that he had no problems with the proposal, which is aimed at low level events (generally Level 1 and 2 events), tournament organisers at this level of event need to understand that they already have flexibility to adjust to situations in the best interests of the players.</p> <p>Decision: This change was agreed by the Board.</p> <p>14:00 LCD and GC left the meeting.</p>	
41/14	PERFORMANCE UPDATE	
	<p>RS welcomed ND. ND then summarised his report.</p> <p>Training</p> <p>ND had attended a workshop on Courageous Conversations, delivered by Aide Sharrif, an ex- Marine. It had been an exceptional 2 day course covering how to frame/structure a potentially difficult conversation by removing the emotion from it. Actors were used for role play and the athletes given a persona to take</p>	

on. ND has already used the learning in two live conversations with positive outcomes both times and will adopt this framework and use in difficult situations going forward. ND praised Eleanor Cantwell and Karen Roberts for organising. Aide Sharrif fed back that British Judo had been the best sport NGB he had worked alongside and he got a sense that the participants wanted to learn and improve.

Walk The Floor

ND has received the report but expressed some disappointment with it and is going to change things this year. Delegation from UKS are visiting from 5 to 9 August. They are going to immerse themselves in the Performance Centre with BJA staff shadowing them. This is a busy week so a good time for this to take place. ND added that Judo is seen as a flagship for culture change for sport and there has been a lot of effort put into this over the past 7 months, getting some really good feedback.

Performance

Not much to report from the past couple of months due to the Europeans. Had a big training block in March and April, but only a small number of competitions. European Games coming up and then Commonwealth Judo Championships.

There were some good results in Baku with Gemma Howell getting bronze. She lost to the gold medallist but beat the world silver medallist and world no.6 to get the bronze. Grand Prix followed that with Chris Skelley winning gold and is now ranked World No.1. ND added that Chris had demonstrated a great attitude during his debrief, saying that he wouldn't consider himself no.1 until he had been a Russian or Georgian athlete.

Midway Qualifications

This started in May last year and the Paralympics in September last year. There is good progress in the cycles and the milestone targets are on the horizon. With regard to the Paralympics, keen for the athletes to qualify with the best chance of winning medals and they are progressing well. Won 3 medals at the World Championships and there are 4 athletes in a ranking.

Sam Ingram has now retired but it is still confidential information as it has not been formally announced yet. This will be announced through Judo Scotland initially. Sam has said his retirement is due to a change in his priorities. RS to contact Judo Scotland to obtain information on the timing of the announcement. AH queried if Sam would still be involved in Judo and RS confirmed he would be, as a Regional Development Officer.

ND continued with the update. Elliot Stuart had been withdrawn from Baku due to the classification of his eyes, he would not have been covered. If Elliot had gone to Baku, he would have received a CNC which would then rule him out of competition for a year. Elliot has now had his last tests with the neurologist and is expected to attend the next games.

RS

On The Mat Profile

This is only based on 2 events so far and there are 3 athletes in direct qualification. There are key gaps at the Paralympic Games. A major gap with athletes scoring in tachi-waza but were scoring well when on the ground and they need to execute more throws.

AH asked what contributes to a tick or cross on the On The Mat Summary. ND explained that every fight is tracked on a score database. If they get 3 scores, they get a tick. Athletes have to fight in an event to qualify, with just 7 events over the period. At the midway stage the athletes are making reasonable progress. We need 4 to 5 Olympic athletes to qualify and at the moment, there are 3.

There is a dashboard for each athlete and only use the current cycle information - currently we have 13 athletes qualified. Compared to where we were with the preparation for Rio, as to where we are with the preparation for Tokyo, we expect to have 2 to 3 podium places. With still 12 months to go, expecting some of the men to move up to qualification

NF enquired if selection ends in May, how many more events are there. ND responded that there were still over 30 events and will be at 100% by the Europeans in April, with another Grand Slam now taking place in Brazil. ND added that the Netherlands have pulled out of the Europeans as the IJF wanted them to pay £250k.

The announcement about Sally Conway being the flag bearer at the European Games will be made at lunchtime on Friday 21 June. Only one athlete, Sally Adlington, is going with Sally to the opening ceremony. The remaining athletes will be focussing on performance.

Eleanor Cantwell will be leaving BJA. She is going to do a PhD funded by EIS with British Gymnastics. She has been instrumental in our mental health support now offered to athletes. There was an exit interview on Monday 17 June where Eleanor gave us some good feedback which will help greatly when we are looking to recruit. RS asked if she would still be available to help us on a part-time basis but ND advised no as this is a full time role for Eleanor. MG asked ND if there was a plan to get a replacement doing the same role. ND responded that at the moment, this was under review and analysing what had worked well and what could be done better. Potential cross over with the Performance Lifestyle Advisor which would also be factored into the role review.

A BBQ/lunch has been organised for Eleanor and to celebrate the athlete achievements at the Performance Centre on Wednesday 18 July. The week after that, the athletes would be travelling to various parts of the world and World Games for VIs in America. Now entering a critical high performance period for the next 5 months.

ASI referred back to the subject of Courageous Conversation training, stating that in his experience, this can be very positive at the time but then is not

	<p>followed up without a refresher programme. ND reassured the Board that this learning is already being implemented at the Performance Centre. Everyone now attends the staff meeting and the key points from the training are built into the meetings. ND is going to have further 1:1 training with Aide and hopes he will come back again to do refreshers.</p> <p>RS then wished ND and the athletes best of luck in the European Games. ND thanked RS and added that the performance level will be the main focus. Having won 5 medals last year, it would be good to repeat that, but 2 to 3 will be a good result. If the athletes perform on the day, it is achievable.</p> <p>RS then enquired about ND's plan for Nekoda who has not yet medalled at a European Championship. ND said at the moment they are continuing with her rehabilitation, her weights programme has been amended and she is having DEXA and RMI tests to ascertain what her calorie intake should be at rest. She is currently weighing 59/60kg. This week is a light week and then training in Spain And Paris, all in preparation for Budapest. Nekoda has a history of doing well when she has not been fighting but she does still need a block of training.</p>	
41/15	ANY OTHER BUSINESS	
	With their being no other business, RS thanked everyone for attending and the meeting concluded at 14:25.	
41/16	DATE OF NEXT MEETING	
	The next Board Meeting is scheduled to take place on 13 August 2019 at 10.00 a.m. in the George Kerr Suite, BJA Centre of Excellence.	
	There being no further business, the Chairman closed the Meeting at 2.25 pm.	

Future meeting dates:

Tuesday 13 August 2019
Tuesday 22 October 2019
November 2019 (date TBC)
Tuesday 10 December 2019