

THE BRITISH JUDO ASSOCIATION ('BJA') ('ASSOCIATION')
MINUTES OF THE COUNCIL MEETING

HELD ON SATURDAY 3 NOVEMBER 2018
AT 10.00 A.M.
IN THE HAMPTON & WINDSOR ROOM, CROWNE PLAZA, NOTTINGHAM
WOLLATON STREET, NOTTINGHAM, NG1 5RH

Attendees :	Dr Colin Draycott, Senior Vice President, Chair	CD
	Richard Barraclough, Vice President	RB
	Mick Leigh, Vice President	ML
	Rowena Birch, Vice President	RB
	Alan Stanbra, Yorkshire/Humberside Area	ASt
	Dave Stanley, Southern Area	DS
	Dave Allen, Western Area	DA
	Darren Dean, Welsh Judo Association	DD
	Denise Oates, Eastern Area	DO
	David Rance, Northern Home Counties	DR
	Jim McKenzie, Army Judo	JM
	Harry Holt, North West Area	HH
	Garth Illingworth, Northern Area	GI
	 Ronnie Saez, Chair	 RS
	Andrew Scoular, Chief Executive	AS
	Colin McIver, Sport Director	CMcI
	Graham Turner, Southern Area Rep	GT
	Sharon Hellend (Note Taker)	

1. Welcome

The Vice President welcomed and thanked everyone for attending the meeting.

2. Apologies

The meeting was informed that apologies had been received from:

George Kerr – President
 Brian Davies – Vice President
 Steve Parlor – RAF Judo
 Roger Houston – Midland Area
 John Thacker RN Judo
 Matthew Clempner – British Police
 Jim Crompton – Army

3. **Minutes of the Previous Meeting – 8 September 2018**

The Minutes from the meeting held on 8 September 2018 were accepted as a true and accurate record of events.

Proposed: DA
Seconded: GT

4. **Matters Arising**

There were no matters arising from the Minutes of 8 September 2018.

5. **Presidents Address**

CD acknowledged the good work that is being done throughout the Association which is resulting in continual medal achievements and offered his thanks to all involved in the process.

6. **Note of Members Passing in the last Year**

The meeting acknowledged the passing over the last 12 months of the following well regarded members:

John Cornish	Malcolm Collins
John Ritchie	Jim Somerville
Barry James	Phil Maybury

7. **Annual General Meeting**

AS informed the meeting that the purpose of the Annual General Meeting following the Council Meeting was to:

- Approve the Election of a Director
- Approve the Accounts
- Appoint the Auditors for the next financial year

AS informed the Council Members that the following had been received:

Postal Votes: 25
Abstentions: 0

There were no other comments regarding the scheduled Annual General Meeting.

8. First Quarter Review of Activity Against Business Plan

8.1 Chairman's Remarks

RS addressed the Council Members and thanked them all for attending and explained that this meeting would be an opportunity for the Council Members to review the Business Plan for the first half of the year concentrating mainly on:

- **Performance** - progress continues to be made in this area with good results being obtained.
- **Participation** - membership figures are steady and show a small growth during the first half of the year.
- **Raising the profile of the sport** - significant inroads have been made to meet UKS targets.
- **Governance** - work is still being done in this area and changes are being made as and where necessary to help us achieve our targets and to grow our membership. RS commented that the downward trend in membership was not only within Judo but also happening within other sports such as swimming and athletics and suggested that the BJA also look at other sports to see how their memberships are running. **AS ??**

A Governance Action Plan has been drawn up which UKS are very happy with and our targets are well on track. The BJA have introduced various membership initiatives which will be covered later in the meeting but in brief:

- In the past we have stated that if a person does not have a licence they cannot do judo so to deal with this we have introduced a recreational membership which offers a significant reduction of £14.
- Every effort is being made to target older members which in turn will not only promote the sport but will also bring in additional members.

8.2 Business Plan 2018-2019

AS gave an overview of the summarised business plan which was circulated at the meeting drawing members attention to the milestones that have been set against the various events. He explained that the 3 main strategies are:

- Participation
- Medals
- Governance

AS made particular mention of the Tokyo Grand Slam event whereby the BJA have made the decision not to attend. This decision had been made following the IJF's decision to move the Masters event from Russia to China which would result in significant cost implications.

8.2.1 ***Headline Strategy 1 : Deliver a World Class Performance Programme***

AS informed the Council Members that the BJA are increasing the performance aspect and injury audit. This is all on track but is taking slightly longer than originally predicted in light of the Mental Health Policies.

Performance Centre – AS informed the Council Members that the Centre of Excellence is running really well and plans are being put in place to change the accommodation, showering facilities and have a larger medical suite. UKS have advised that they are unable to offer any funding assistance for this financial year but may be able to contribute £150k in the next financial year.

Improvements continue to be made in respect of the culture within the Association but the vibe is very positive.

All injuries are now being well managed and as a result of this, athletes are returning to the mat much earlier than expected.

8.2.2 ***Headline Strategy 2: Deliver fully integrated Programmes that will increase membership recruitment and retention levels.***

Membership - AS elaborated further on RS's previous report regarding the Associations membership and informed the Council Members that although the BJA has seen a small growth in its membership, it has not reached our target. Efforts are continuing to build this up and CMCI has introduced some good initiatives to drive this forward.

AS quantified his statement in the latest Annual Report regarding the backlog of work and explained to the meeting that circa 200 unopened membership forms, some containing cheques (some of which had expired) had been found when the Loughborough Office transferred to Walsall. IT were very behind and AS has had discussions with the Board regarding the situation that had been left.

However, following efforts by the Membership Team and with help from some of our athletes, the backlog of work has all now been dealt with and an operational standard has been put in place to ensure that there are faster turnaround times within the Association. This can be justified in

terms of the areas receiving their rebates within the month. The Council Members agreed that the situation with regard to their rebates was now much better than it had been previously.

AS also advised the Council Members that the CRM is slightly behind schedule but it is hoped that this will be launched in the next week or two.

The Council Members enquired as to what the membership numbers are at present. AS advised that currently we have some 635 'A' clubs and circa 800 'B'/satellite clubs.

Participation

The meeting was advised that the implementation of the new CRM will be rolled out on a gradual basis but will be a major boost to drive the membership. The system will also have the capability to send out automated messages to our Coaches and Membership to let them know when any certifications such as DBS/First Aid/Safeguarding and memberships are due to expire.

CMcl stressed that membership engagement is important and great efforts are currently underway to find ways in which we can promote and grow the Association's membership. With this in mind, the following initiatives have been suggested and/or approved by the Board:

- Have a DAN Grade membership whereby if a member wishes to continue to be on the register then a full membership of circa £20 will need to be paid.
- 6 months pilot scheme which has already received Board approval to target 3 and 4-year olds to start to take part in the judo sport.
- Look to work with private operators to try and encourage what they can do to try to increase our membership.
- The BJA would prefer clubs to concentrate on coaching rather than having to put pressure on its audience to sign up to memberships. With this in mind, the BJA will look to take over the marketing of the BJA at club level by offering a 4-month free of charge trial to see if a person enjoys the sport. During this time, they would be covered by insurance and the BJA will aim to promote full membership. Should that person take up a full membership, they would then effectively be given a 16-month membership (i.e. 4 months free of charge and 12 months paid).
- offer our members access to benefits such as family membership and if a person comes from a military background then they could be offered a military membership. However, this has not yet been approved by the Board.

JM stated that the military and police numbers could not be accurately counted as most members registered through their club and was therefore included in the Area statistics. He enquired as to the possibility of the Army and Police being listed as a Clubs.

CMcl advised that whilst the Association is not against this suggestion but would want to get the new CRM up and running before considering this as it is not an easy thing to do.

CMcl went onto explain that the Chairman/Secretary and Treasurers in the Areas will all have access to the CRM system although they will be required to sign a data protection declaration.

HH enquired as to the cost of the BJA Matside publication that is circulated around the membership. AS advised the Council Members that the cost of this publication is £60,000 for the 4 issues plus an additional £12,000 in postage fees and is one of the largest costs to the Association.

The Association still wishes to engage and keep in touch with its membership but the costs of producing the magazine are very high. Therefore, a digital version of this publication is being looked at to reduce the cost.

The Council Members suggested that an 'annual' or bi-annual publication be considered. AS informed the meeting that the Matside magazine is being looked at and how best to circulate judo related features to our Membership.

AS then updated the Council Members on Destination@BritishJudo informing them that the participation element of this side of the business is slightly behind.

RB enquired as to how this had come about. AS advised that due to the success of the hubs, we increased our number very quickly from 8 to 11. However, this rapid growth coupled with the fact that the right staff were not in place, some of which had health issues, lead to the hubs not being serviced as well as they should have been. Realistically with the resources around us, we should only have had around 7-8. Hubs.

Overall, membership growth has not been good which in turn has affected our membership funds and the decision has now been made not to open up any more hubs and make decisions on those hubs which are under performing.

However, measures have now been put in place to address this and it is anticipated that by the end of January/February 2019, the Association will start to generate a profit from these hubs.

Sport England provide support for the Destination@BritishJudo programme as they see it as an innovative approach taken by the Association in an attempt to help them become more self-sufficient.

8.2.3 ***Headline Strategy 3: Raise the profile of the sport to generate greater levels of revenue influence and interest***

The Council Members were informed that we are currently 3-4 months behind schedule on the new CRM system but once operational the system will be linked to the Judo Store and allow the BJA to engage third party operation to the clothing of the clubs and the new brand. This will take a little bit of time to bed in.

Matside – the BJA wish to get more advertising sales – work continues to be done in this area.

Net promoters score – the Council Members were informed that as we are not going to do this until the new CRM system is in place and everyone has been trained in the use of it, this has been put on hold for the foreseeable future.

A brief discussion took place amongst the Council Members regarding the BJA looking into having access to TV media and made particular mention of the 30-second Taekwondo advert which is currently featuring on the BBC. AS informed the Council that he would ask our PR Team to look into this in more detail.

AS

ASt enquired about the possibility of the clubs being able to purchase some badges from the BJA to sell onto its members at a nominal fee of say £1.

A discussion by the Council Members followed but it was felt that trying to make a profit out of this would be very difficult.

AS informed the meeting that the BJA has now purchased some badges and consideration would be given to the suggestion that had been made for the clubs to have these to sell.

8.2.4 ***Headline Strategy 4: Provide effective leadership, governance and operational services***

AS informed the Council Members that this is currently rated 'amber' as the BJA are:

- looking at putting a system in place that will answer the telephones.
- The BJA are working with Jonathan Hall on fast-tracking the engagement with the areas on constitutional issues.

- A governance review with UKS was conducted at the beginning of September where the focus was on our processes for appointments and elections. This is all currently on track.

Events

Head of Events Vacancy – The Council Members were advised that we are currently working to fill this role.

Commonwealth Judo Championships – AS is in discussion with Birmingham City Council regarding this event which is likely to be held in Birmingham next year.

World Cups for IBSA for VI Events – wanting to secure this. Successful in getting Grand Prix in 2020. Looking to hold in the Nottinghamshire area and funded by UKS

European Open - Looking at how best to run this event and look at how we can improve this to a Grand Prix event but it is very expensive to do so.

8.2.5 Headline Strategy 5: Provide opportunities that enable members to realise their potential

- CMcl and Joyce Heron are responsible and we are on track to meet SE targets
- We are increasing the number of people on the old AASE system, now known as the DiCE programme.
- Meeting our targets and SE talent target – we are ahead of this for this year.
- Coach education is going well.
- Refereeing is going well.
- We are performing at the highest levels.
- Targets are tightly monitored
- We are working close with High Performance and are dovetailed into their targets

9. Any Other Business

DO enquired as to why the mileage rate for Technical Officials and referees had been reduced. AS advised that he was not aware that this had happened as the BJA work in accordance with guidelines laid down by HMRC. However, he would look into this and report his findings back to the Council as soon as possible.

AS

The Members asked to return back to item 4 of the Minutes from the meeting held on 8 September and in particular, the item regarding the contact with the NRC to outline the processes and procedures for referee protection and for getting honorary refereeing awards wanted to know what the procedure is.

AS informed the meeting that there is no written criteria for this.

Discussion followed regarding this took place and the Council Members were disappointed that previously it had been an honour to achieve something but now the process seemed to only be that you just need to apply.

The Council Members were informed that applications for this come to the Board and each application is judged on its own merits from the applicants CV and the referees achievements. It is then the Chair of the NRC who make the recommendation to the EJU and it is them who makes the final decision.

Further discussion took place regarding whether the NRC had come back to the BJA regarding the possibility of having a system of honorary awards for retired referees. This system would only be for retired referees to show recognition to their dedication to the sport and not for current referees.

AS advised that to date he had not had any feedback but would chase this up so that he could report back to the Council Members at their next meeting. AS

CD thanked everyone for their time and contribution to the meeting and there being no further business, the meeting closed at 11.30 a.m.