

**FINAL**

**BRITISH JUDO ASSOCIATION (BJA)**  
**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON 25 FEBRUARY 2020**  
**GEORGE KERR SUITE, WALSALL CAMPUS, WOLVERHAMPTON UNIVERSITY**  
**GORWAY ROAD, WALSALL, WS1 3BD**  
**AT 10.00 AM**

<b>PRESENT:</b>	Ronnie Saez, Chair	(RS)
	Peter Blewett	(PB)
	Loretta Cusack-Doyle	(LC-D)
	Andrew Haffner (in part)	(AH)
	Malgorzata Grzyb	(MG)
	Neil Fletcher	(NF)
	Claire Lish	(CL)
	Bill Taggart (in part)	(BT)
	Ryan Wilkinson	(RW)
	Alex Slade	(ASI)
	Marc Preston	(MP)
<b>IN ATTENDANCE:</b>	Andrew Scoular, Chief Executive	(AS)
	Sajid Hussain, Head of Finance & Operations	(SH)
	Vijaya Panangipalli (Sport & Recreation Alliance)	(VP)
	Jonny Wynne (UK Sport)	(JW)
	Matt Keeffe, RADCAT (in part)	(MK)
	Andy Reed OBE (in part)	(AR)
	Stuart McWatt (in part)	(SM)
	Nigel Donohue (in part)	(ND)
	Karen Roberts (in part)	(KR)
	Justine Lynch, Executive Assistant	(JL)
<b>APOLOGIES:</b>	Fred Prosser	(FP)
	Graham Campbell	(GC)
	Colin McIver	(CMcl)

No	ITEM	ACTION
<b>45.1</b>	<b>WELCOME</b>	
	The Chair welcomed and thanked everyone for attending the meeting, including Vijaya Panangipalli from Sport & Recreation Alliance, who is conducting the Board Evaluation, and Jonny Wynne our Governance Officer from UKSport.	
<b>45.2</b>	<b>APOLOGIES</b>	
	RS informed that there were two apologies from Board members, FP and GC, and that CMcl would not be attending. RS also welcomed MP, Vice Chair of JudoScotland for joining the meeting in place of GC.	
<b>45.3</b>	<b>DECLARATION OF ANY INTERESTS/CONFLICTS</b>	

	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.	
<b>45.4</b>	<b>ANY MATTERS FOR ANY OTHER BUSINESS</b>	
	PB wished to raise the change in the process for insurance if this was not covered in the GDPR presentation. AH had submitted two items prior to the meeting, KATA Terms of Reference and membership renewal.	
<b>45.5</b>	<b>MINUTES FROM PREVIOUS MEETING HELD ON 9 DECEMBER 2019</b>	
	One amendment to be made in the Chairman's Report, incorrect surname – change Tunney to Richmond.  Minutes proposed by PB and seconded by BT.	<b>JL</b>
<b>45.6</b>	<b>ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)</b>	
	<p><b>39.13 History Project</b> AS updated that this was progressing well. There had been an initial meeting with Jean Williams (JW) from Wolverhampton University. JW was now working on drafting a bid to submit to Walsall Heritage Lottery Fund. Sport England (SE) are also working on a heritage project and our project will be tying into that. PB queried what the funding streams were to which AS responded this was from the Heritage Lottery Fund and the initial amount would be between £10k and £100k, adding a key part of the project is the digitalisation of all of our records.</p> <p><b>43.6 Midlands Area AGM</b> Meeting had taken place and the Area have agreed to the new constitution, which will be taken to their area AGM imminently.</p> <p><b>43.9 Sport England Funding</b> AS advised that this would be followed up after the Finance and Governance reviews were completed. This also remains on the Risk Register.</p> <p><b>43.15 Mental Health</b> CL to update later in the meeting if time permitted.</p> <p><b>44.9 Safeguarding Report</b> AS informed the Board this would be covered in the Chief Executive Update.</p> <p><b>44.9 Olympic Bonuses</b> AS updated that he had met with an insurance company who were now working on a quote. Last time the premium was £2.5k and £2.5k excess, which equates to the amount paid for one bronze medal. NF queried if AS confirmed that the same bonuses were the same for both Paralympics and Olympics.</p>	
<b>45.7</b>	<b>GDPR UPDATE</b>	
	RS introduced MK from RADCAT, in attendance to provide the Board with a GDPR update.  MK opened by explaining the purpose of his update was to provide the Board with a shop window of what GDPR is, how it impacts on a board	

	<p>of directors, what needs to be taken into consideration and what work has been done so far. MK then talked the Board through his presentation and any areas that generated questions and discussion are noted below.</p> <p>MG raised that most members of the Board use their own laptops and queried what they should be doing to ensure they are secure and being compliant. MK advised the main thing was to ensure that their laptops have good anti virus protection, mentioning AVAST and AVG as good free options, password protection and be vigilant of observers. NF queried if they should use an encryption programme. MK replied that this was only necessary if actually physically storing personal data.</p> <p>CL then enquired about webmail accounts, as she uses her Gmail account. MK advised the best option is Office 365 and that Google is rumoured to be moving its' servers to America following Brexit.</p> <p>MK queried if the Board had attending previous GDPR training sessions. AS advised this had been done online and a senior member of Board would be appointed to oversee this.</p> <p><b>ACTION: AS to appoint a GDPR Board champion</b></p> <p>With regard to Cyber Essentials, which BJA have been awarded, MK advised that this has 10 account control points, it is tested by ethical hackers and reviewed annually.</p> <p>MG asked MK about the financial risk for non-compliance, to which MK responded that 4% or a maximum of £17m, this may however be reduced later this year. CL commented that she believed the Information Commissioner's Office were quite lenient in this area to which MK agreed, adding that they prefer to focus on advising and coaching.</p> <p>CL enquired what the reporting mechanism was for breaches and at what point should they be referred to Board. MK gave an example of a breach that had occurred at the Performance Centre. A medical document had been mislaid but inside the building. If it had gone out of the building, this would have become an organisational risk and potentially had to be referred to the Board. MK reassured the Board that the process had been changed to ensure this would not happen again.</p> <p>PB commented that this added responsibility is putting volunteers off and asked if there was a different level of culpability for different people and/or if not a member. MK advised that if for example, a volunteer should have a family member there but if not there, information can be disclosed. PB added that safeguarding has also become more complicated and clarity is required by way of specific examples.</p>	<p style="text-align: center;"><b>AS</b></p>
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	<p><b>ACTION: AS to work with MK and Board champion to produce a GDPR decision making tree covering coaches access to private information</b></p> <p>RS confirmed with the Board there were no further questions for MK and thanked MK for sparing the time to present, adding it was important to keep GDPR at the forefront of the Board’s minds.</p>	<b>AS</b>
<b>45.8</b>	<b>STRATEGY UPDATE</b>	
	<p>RS introduced AR to the Board and advised that AR would be assisting BJA with the next phase of drafting it’s strategy adding that AR is currently working with SE, so AR very beneficial asset in ensuring that our strategy and launch date (September this year) is aligned to theirs.</p> <p>AR opened by saying that he had recently listened to a SE webinar and one key phrase was “evolution not revolution” focussing on people, places, purpose and targeting inequalities. SE are looking at how to change systems to allow these people to progress through sport.</p> <p>PB asked AR what the value proposition is. AR responded that it is not just a transactional value, it’s also about determining what the genuine value is and what is going to make members stay with Judo. AS added that there is work being carried out at the moment looking at the member proposition and what members get for their membership fee. AR continued that brand loyalty, especially amongst the younger generation, is fickle and they don’t want to commit. For them, it is more about temporary ownership, making last minute decisions in an environment that changes quickly and it is essential to find a way to engage that age group.</p> <p>MG enquired about the timeline for the engagement work and in what format, adding it is crucial to actually speak to these target groups as soon as possible. RS commented that it is important to think about what the future is going to look like and what we want the membership to be and it is important that we consult with more than just the home nations and current members. NF added that most of the committee members are older than our membership. AS advised that Destination Judo (DJ) now has 1700 members under the age of 8 and it is important to engage with them, also keen to visit clubs to talk to members and speak to members who have left to ascertain the reasons. RW further commented that it is important to capture aspirational members and not just retain current members. AR agreed, adding it is also important to maintain a loyal membership base whilst attracting new members and other sports have used youth panels to facilitate this. NF commented that we also need to learn how to engage and get the correct people in place for this engagement. AS added engagement with parents and with people who are in Judo but not in the organisation, ie private operators are both also important.</p>	

	<p>MP said from his experience, need to be clear on what BJA is giving it's members, what are they getting for each £1, citing that JudoScotland is approximately 95% inclusive of the private operators and whenever there is a problem, they try to engage and resolve the problem straight away.</p> <p>AR continued that we need to work out a clear picture of what the relationship looks like with those who won't commit long term; how do they spend their leisure pound; what is and is not working and how young people are using digital channels. CL responded that as a service provider we expect loyalty but young adults have other activities. ASI commented that at the moment what is and is not working is mainly guess work and solid examples of what has not worked is required. The key to this is finding the best solutions to get this information, need AR's assistance with useful and inventive methods of engaging people, eg: videos, YouTube. RS agreed adding the quality of our strategy will be determined by stakeholder involvement and using as many channels as possible including focus groups. RW commented that this should not be approached with preconceived ideas and accept what information comes back, assess this and not focus on anything that comes back as irrelevant.</p> <p>MG raised the gender balance in Judo. There are a lot less girls taking part and this needs to be a focus too, bearing in mind the barriers to entry to sport are very different for girls to those for boys. AR agreed this should be a focus along with BAME and lower socio economic groups using local facilities such as community centres. RS added that we also need to be mindful of meeting the requirements of our funders which currently includes making process changes; digital engagement and social media. AS advised that the Senior Leadership Team had been working on this in the background and RS concluded that this was a great opportunity for BJA to future gaze and put in place the correct changes.</p> <p>RS turned to JW for his opinion on this. JW informed the Board that the UKS strategy is about getting people involved and how to make themselves sustainable.</p> <p>RS confirmed the Board had no more questions for AR and to confirm they were happy with the timeline outlined in AR's presentation.</p> <p><b>ACTION: Schedule next Board Strategy Meeting for June</b></p> <p>11:30 to 11:45 Break and AH joined the meeting</p>	<p><b>AS/JL</b></p>
<p><b>45.9</b></p>	<p><b>RISK REGISTER</b></p>	
	<p>AS advised that only been two of the risks updated.</p> <p><b>Risk No.1</b> This will be covered in The Chief Executive Update in the LimeCulture action plan.</p>	

	<p><b>Risk No.10</b> This was still under discussion but despite not getting the SE funding, BJA are in a better financial position than expected.</p> <p>Two new risks had been added but the updated Risk Register had not been circulated so AS talked the Board through them and this would be circulated after the meeting.</p> <p><b>Membership:</b> As this has been flat/taken small drops it is felt that more detailed reporting is needed</p> <p><b>Staff:</b> Loss of key personnel and what impact this would have on the Association.</p>	
<b>45.10</b>	<b>CHAIRMAN REPORT</b>	
	<p>RS talked the Board through his report. Questions and areas that raised discussion are detailed below.</p> <p>With regard to the BDO Review, MG asked who else apart from RS had been contacted. AS responded that they had been given contact details for all the Board but they had only contacted RW. AS updated that the report was due to be submitted to UKS and SE by Friday 7 February, but this date had slipped (JW confirmed it had been received Monday 24 February). The review had two elements – Governance and Finance. It was scored on a scale of 1-5 with 3 being acceptable 5 being good. Initial feedback was that finance had scored 4s and 5s. One key area identified for improvement was the procurement process which needs to include a statement that there is no conflict of interest. No other issues on the financial areas and BDO had been impressed. From the 20 NGBs they had reviewed, we were in the top 3. On the governance side, it was a mix of 3s and 4s. The areas to focus on here are succession planning; female ratio and BAME; disability and the Board Meeting agendas as it is felt some items discussed are more operational than strategic. General feedback is good and should be seen as more of an advisory/developmental report on how to perform better. Still waiting for formal written feedback.</p> <p>RS agreed with AS that this should be viewed as a developmental process. When RS had spoken GP, he had come across as happy but did mention improving the Board meetings. In his opinion they were too long and the structure should be looked at with a separate committee for Judo issues allowing the Board to focus on their key role of running Judo. The committee would be comprised of an elected director and representative directors for Judo. Decisions from the committee would be presented to Board for noting. This will be one change and there may be more once we have had sight of the full report but this along with the Board evaluation being carried out should provide insights into how to make the Board better, more effective and reinforce our new strategy and targets. RS hopes to be able to bring the full report to the next meeting on Tuesday 28 April.</p>	

JW added some background. BDO had gone through a tender process to be appointed. Each NGB receives this kind of review once in every 4 year cycle and BJA had been early in the roll out of this. The intention is for the reviews to add value for the sector with detail around processes and how they can be implemented. Also, JW said it was good to get feedback and he had noted that they did not contact MG in her capacity as SINED.

MG asked JW why we had been selected to be one of the first NGBs to receive a review. JW responded that this was a joint review with SE and they were keen to see everyone prior to Tokyo, especially for the finance side of the review. A lot of NGBs are having their review in the first couple of years of the cycle.

MG also queried what activity there would be in the interim. RS responded that the board evaluation was in progress and suggested this was a good time for VP to provide a summary and update on this process.

VP advised that the process had commenced with a meeting with RS and AS to establish the priorities. Following that, VP had built the survey which has now been completed by all Board members. The next stage is to conduct 1:1 interviews with all the Board members which would provide more quality data on issues and provide an opportunity for all directors to give candid feedback, which would remain anonymous, on areas such as how effective they think the Board is and how they see BJA looking in the next few years. VP would be looking for areas where gaps could be bridged and get everyone on the Board pulling in the same direction. VP's report will have a list of actions for the Board to discuss and agree a delivery timeline. VP concluded that this was a good opportunity to reflect on what has been achieved and designed to make the Board effective.

RS added that he feels these reviews have come at a good time as the reports will feed directly into our funding submissions. RS then thanked VP and confirmed with the Board there were no further questions on this subject.

RS moved onto a recent UKS SINED Training event that himself, AS and MG had attended. RS thought it was important for all three to attend as he was keen for them all to find out what other organisations are doing and copy good practice. MG agreed as there was not any guidance when she took on the SINED role but it was good to see that BJA is doing well in this area. One key point noted is to ensure that the Vice Chair and SINED roles don't overlap and these roles should be clarified. Overall, MG had found the time useful and a good exchange of best practice and expertise.

With regard to the North West Area, RS stated that he hoped the fair election of a new Chair would begin the process of resolving the issues in that area. AS added that all the new constitutions should be approved by June and the next phase would be the rolling out of a Partnership Agreement. AS passed on thanks to the Judo England Commission and Chairman for their assistance as it would have been impossible for this to get approved without their help.

With regard to events, RS advised that himself and AS had gone to the Dusseldorf Grand Prix. Unfortunately, most of the team had to pull out mainly due to injury which the athletes are now working through. There are still enough point scoring events to reach participation target of 8 to 10.

LC-D raised Coronavirus and queried what was being done to eliminate the risk to the athletes as their competing programmes would have been made before this outbreak and also at the University. AS responded that athletes have been withdrawn from an event in Japan weekend of 28 and 29 February and are attending 2 events in Europe instead and use of the gym at the Centre has been restricted. AS advised that he is in communication with UKS and British Olympic Association with regard to this. RS added that IJF are having meetings with regard to this also.

AH raised the European Junior Cup and that he could not find much information on the BJA website. AS informed that the outlines were still being finalised and awaiting EJU sign off. As soon as this happens they will be published.

With regard to the Chinese Grand Prix, this had not been cancelled as yet but it was highly likely to be. AS advised that he'd had an initial approach from IJF to see if we would be interested in hosting this. Although this would be challenging, AS has said BJA would be interested but that IJF would have to pay. AS has discussed this with ND, who has said the timing is good (June) as an event in Spain that month has been cancelled. AS is waiting for a follow up call with IJF. PB commented that this was a phenomenal achievement to have been approached and praise should be given for all the hard work that has been done over the past 4 years.

AS then updated on the VI Grand Prix in April. There is a large team coming over from Japan and our insurance does not cover contagious diseases, so there is a risk element there. SH added that over the past couple of days, a lot of countries have informed us that they won't now pay up front and will pay on the day. AS continued that the budget had been based on 170 competitors but the entry level was now at nearly 300 and that the refund policy for cancellation is 100% for 30 days notice, then goes down by 25% each week from then on.



<b>45.11</b>	<b>CHIEF EXECUTIVE UPDATE</b>	
	<p>AS commenced with the 3<sup>rd</sup> Quarter Business Plan informing the Board that the supporting back pages to the summary are available to the Board should they wish to see them. AS highlighted the amber and red sections. The amber under performance in Paris would turn green following the results in February but we had failed to secure the 2 to 3 Top 5 places at the Junior World Championships so this remains red. With regard to the amber for JudoStore, this is expected to turn green JudoStore was launched in December and is generating good sales with a limited range of merchandise. We don't hold any stock, items are purchased to order and the manufacturer does the fulfilment. AS added, we are also looking into an eco-friendly range.</p> <p>MG queried if AS knew if Ben Pollard (BP) had followed up on a recommendation Gerry Gualtieri had given with regard to a payment processing system.</p> <p><b>ACTION: AS to follow up with BP</b></p> <p>AS then updated on staff surveys. The annual Gallup survey had been sent to staff and the deadline for replies is Friday 28 February. Office Vibe surveys are still running monthly, but we are looking at ways to improve this.</p> <p>AS advised that there had been a Council Meeting on Saturday 15 February where he had given an update on the 3<sup>rd</sup> Quarter Business Plan and financial position. Feedback following the meeting had been positive. AS added that there was now a good mix of people and they were providing feedback from the grassroots. RS commented that he thinks the Council Members now feel that they have a proper role and are growing into, they provided good feedback and are engaging in a more valuable way. RS said it was planned to also involve them in the strategy.</p> <p><b>Lime Culture Review</b></p> <p>AS informed that he had only shared the recommendations and BJA responses, which would form the action plan. A major part of the full report was around one specific case they reviewed. Again, like the BDO Review, this should be viewed as developmental. Main recommendations are around being more proactive, digitalisation, being more open and giving young people and their parents an opportunity to feedback. Another recommendation was to expand our appeals process and increase the panel to 3, this is just to evolve the standard and make it more relevant. Another item raised, was if all clubs should have a Club Welfare Office as part of their right to BJA membership. AS agrees with this in principal but difficult to arrange logistically. Also, PB's Terms of Director has been updated to include PB is now the Board Champion for safeguarding. A meeting is being arranged with Jayne Molyneux week commencing 3 February who would be working alongside us to deliver the recommendations. Initial</p>	<b>AS</b>

	<p>feedback had been that the report included what she had expected and in line with what she would have thought most NGBs would have.</p> <p>RS commented that it looks like a lot of recommendations but there are no significant shortcomings highlighted and we are in a good place with regard to safeguarding, adding that the expectations of sport NGBs in this area have changed a lot and are a lot higher now. AS added with 60% of our membership being under the age of 14, this is a significant risk.</p> <p><b>Skills Matrix</b></p> <p>AS thanked the Board for completing the Skills Matrix and pointed out that where the text is red, it's an area identified as a shortfall in skills. The results from this would be submitted to the Nominations Committee. Additional training needs had been identified and this will be tied into the results of the board evaluation. The matrix does show we are very strong in financial expertise. Key areas that do need to focus on are Grant Aid Funding, digital and social media. MG asked where AS and RS expected these resources to come from. AS responded that they have been gathering external advice and need to decide whether to outsource and to also consider these shortfalls when recruiting new Board members.</p> <p><b>UKSport Submission</b></p> <p>AS advised that originally we had been allocated £5.3m and £0.9m for Paralympians but this split has been exceptionally difficult to make work. ND and SH have been working on a second budget what will also be submitted. The submission deadline is Friday 28 February with the final submission due in November, which will need prior sign off from the Board.</p> <p>The last item on the Chief Executive's update was the safeguarding report. PB wished it formally minuted that he was very uncomfortable with one of the cases on the report where someone under investigation had applied for a safeguarding role and we are not able to share information with another NGB. AS responded that we had found out by accident but the other NGB was not willing to share the information and that this has been reported to SE.</p> <p>12:50 to 13:25 Break for lunch. 13:25 BT leaves meeting</p>	
	<p>Due to training commitments, RS advised that there would be an amendment to the running order, SM the Athlete Representative would join the meeting now. The notes from this section are reported under Item.15, Performance Directorate Update.</p>	
<b>45.12</b>	<b>AUDIT &amp; RISK</b>	

	<p>RW updated that there had been an Audit &amp; Risk Committee (A&amp;RC) Meeting on 18 February, with all the usual agenda points covered. They had also discussed the BDO audit, the structure of BJA which will be covered later and there has been an amendment to the Committee Terms of Reference.</p> <p>RW continued that it was decided at the meeting that a mini audit should be conducted every so often by the A&amp;RC and submitted to the Board for sign off.</p> <p>Lastly, at the meeting RW had raised concern over the announcement on the BJA website with regard to the appointment of the new auditors, Sedulo. The way that it had been worded called their independence into question using language such as partnership which could be read as there is a relationship. This has now been removed from the website.</p>	
<b>45.15</b>	<b>FINANCIAL UPDATE</b>	
	<p>SH updated the Board that as of the end of January, both companies were above budget. The Commonwealth Judo Championships had contributed heavily making a surplus of £23k and there had been a £10k cost saving made at the British Nationals in December 2019.</p> <p>With regard to DJ, this was showing a loss of £16k which was mainly due to the reversal of the £70k we had not received from SE, but SH fully expects DJ to break even by the end of March adding that it should be viewed more as a participation model than a money making model. AS commented that whilst DJ is financially beneficial, it is more of a social enterprise and has introduced around 50,000 children to Judo and forms part of our sustainability objective. RW further commented that there are now much better review and control processes in place for DJ and intervention is happening as soon as an issue is spotted. By way of example, SH said that there are two clubs with declining numbers at the moment and AS has arranged to visit them and a coach struggling with retention has spent time with another coach who is successful in this area.</p> <p>MP remarked that when the DJ model commenced, it was a School Sport Partnership and was very successful. Since a change in government policy, this has become a part time role and now working alongside head teachers. RS added that it is easier to access the providers in Scotland and therefore get into schools which gives more consistency. Also, the DJ model is a good way of adhering to SE objectives efficiently by opening up hubs in deprived areas. SH suggested the model might need reviewing to fit in with the current landscape to which AH responded that he thought a range of initiatives running concurrently would be a good option.</p> <p>LC-D raised whether franchising might be a good way to move forward as it would offer more of an incentive to increase participation. AS</p>	

	<p>responded that the coaches are incentivised and do get paid bonuses based on the success of their clubs.</p> <p>With regard to membership income, SH explained that this would come in at slightly under budget because the Board had approved a 20% rebate and the budget had been calculated on 16% rebates. Although there had been an increase in gradings so the two figures should balance each other out. SH added that historically, rebates had been shown in the accounts as net, but SH is now going to show them as a cost and rebates will be shown with the gradings. During the current cycle, £300k has been rebated to the areas, which is a lot yet membership remains flat. RW added that both of these points should be seen as a positive especially when RS is reporting back at the AGM. It makes it black and white in the reporting how much money is coming in and how much is going out for gradings. Also, a good opportunity to highlight to the areas that if they do have money in the bank, this should be used to grow participation.</p> <p>MP queried if the £300k in rebates is due to success or failure. AS replied that this is an historical agreement but once the Partnership Agreements with the areas are in place there will be specific measures around performance and membership. The Areas will be expected to feed into our strategic objectives so that strategic targets are met. Areas would have an annual plan and report back to the Judo England Commission.</p> <p>SH continued, assuring the Board that cashflow remained healthy with a projected outturn of £90k by the end of March, which is £23k above budget. Also, there is now £200k ringfenced into a separate bank account just for reserves. RS pointed out at this point, BJA would end this funding cycle with more reserves that they did after 2012 when they had received £18m in funding. This was a great position to be in and provided stability going into the next funding cycle.</p> <p>AH raised whether there was going to be a one page breakdown of the budgets for competitions. AS confirmed there would be for major hosted events.</p> <p><b>ACTION: SH to produce and circulate to the Board</b></p> <p><b>Draft Budget 2020/21</b> SH pointed out that this is still work in progress, just waiting to firm up a few of the figures, but currently shows a surplus of £40k. The next stage is for a detailed review by the A&amp;RC, then presented to the Board in April for approval.</p> <p><b>BJA/Competitions and Events – Review of Structure</b> Having reviewed the current structure, SH believes it is no longer necessary to have BJA and Competitions and Events as two separate companies. This structure creates a large workload for the Finance</p>	<p style="text-align: center;"><b>SH</b></p>
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	<p>Team with inter company transactions. RW agrees and said that it would be possible to have an SVP account for any events that are deemed to pose a risk of making a loss. ASI enquired about the cost of setting up and closing SVPs. RW responded that they are quick and easy to set up; accounting costs would be similar and the closure costs would be included in the budget for the event. SH added that based on current events, there aren't any that we would need to do this for.</p> <p><b>DECISION: The Board agreed that we should have only one company and that Competitions and Event should be close.</b></p>	
<b>45.15</b>	<b>SPORT DIRECTORATE UPDATE</b>	
	In the absence of the Sport Director, this report was taken as read.	
<b>45.15</b>	<b>PERFORMANCE DIRECTORATE UPDATE</b>	
	<p>ND informed the Board that there had been a slight change to the training programme to fit in with qualifying for Tokyo but everything is going well and training was still on track.</p> <p>There had been some athletes due to travel to Tokyo the coming weekend but this had been cancelled and the athletes competition programmes had been amended and they would be going to a lot of Grand Prix and Grand Slam events in March.</p> <p>ND and KR had received feedback from UKS on Phase 1 of their Post Tokyo Submission, which they felt it was mixed. UKS fed back that some of the information was not included, but ND &amp; KR felt they had included all the information in summary as had been requested.</p> <p>ND then shared with the Board the presentation that Performance have prepared so far for Phase 2 of the submission, pointing out that it is still a work in progress. The submission deadline being Friday 28 February. Following the presentation, PB commented that ND and the team clearly have a forte for translating what the funders are requesting into this submission presentation and should be congratulated for doing a fantastic job.</p> <p>AS then clarified to the Board that the final submission is due at the end of October and a decision on the funding level should be received prior to the December Board Meeting.</p> <p>RS thanked ND and KR for a comprehensive presentation.</p> <p>Stuart McWatt, Athlete Representative RS introduced SM to the Board.</p> <p>SM opened by thanking the Board for allowing him into the meeting. SM has been an Athlete Representative for 2 years along with Jack Hodgson and Eleanor Cantwell (before she left). The team has now expanded and includes Lachlan Moorhead, Dan Powell and Gemma</p>	

Powell. The main purpose is to provide athletes with a voice up to the Senior Leadership Team.

The current project they are working on is cleaning out the drying room and turning this into an athletes lounge. Also, been working with the Village Hotel/Gym to get passes for athletes.

RS asked SM how he had found the process and if he received positive responses. SM responded that when he had first started, it seemed like a large workload but he does have a good relationship with the other athletes. Largest project so far is the athletes lounge but it has been positive because the athletes have had an input. On RS's second question, SM said sometimes athletes expect everything they ask for to be done but at least now, if things can't be done, SM can go both to them with the reasons and he personally has gained more of insight into how the Pathway and BJA work behind the scenes.

MG queried that the general gripes are from the athletes and LC-D also queried how these are dealt with. SM replied that there is a small amount of moaning, eg: when the randori changed to a Tuesday evening, some people were happy and some weren't. Also, you quickly learn who is moaning and just wants to vent. The group now work with Sammi Smithson and escalate to ND. At this point ND added that this was good from a programme point of view, with it going via the Athlete Representatives who can then disseminate to the athletes with full explanations.

NF asked SM if he feels the appointment of Athlete Representatives is working. SM replied that he has been at the Performance Centre for 6 years and it now feels more like a Judo centre. Good training groups; randori of up to 40; gym conditioning and definitely feels like a more professional team atmosphere now.

LC-D sought clarification on how the SM and the others were elected. SM had volunteered as had Jack and they now have 3 more nominated members. Meetings take place about once a month but they do have a group chat for anything that comes up

NF asked if there was support for new starters. SM confirmed there was which included a slightly reduced training programme so that they could be shown around the university, the centre and the area. Also, athletes that stay in the block, have been great at helping them to fit in.

LC-D commented that this must have been good for SM's personal development to which SD agreed as he has had to go into new environments and meet with new people which had definitely improved his people skills. Long term, SM wants to be Performance Director.

	With no further questions from the Board, RS and AS thanked SM very much for his time.	
<b>45.16</b>	<b>ANY OTHER BUSINESS</b>	
	<p><b>Kata Terms of Reference</b>            AH wished to raise this and a draft of the new Terms of Reference had been circulated prior to the meeting. AS confirmed it was agreed in principle and they would be added to the Byelaws.  <b>Action: To be incorporated into the Bye-Laws and to go back to the Board for approval</b></p> <p>AH also wished to raise applications for BJA Memberships. It was agreed that this was not a subject to be discussed at the Board Meeting and that a meeting in Head Office should be arranged.  <b>ACTION: AH to send summary of issues to AS and SH</b>  <b>ACTION: Schedule meeting to discuss issues and report produced for submission to the Board</b></p> <p>It was agreed that due to time restrictions, CL would circulate information on Mental Health for discussion by the Board via email. There being no other business, the meeting concluded at 14:40</p>	<p><b>AS</b></p> <p><b>AH AS/SH/</b></p> <p><b>CL</b></p>

**Next Meeting: Tuesday 28 April**