

FINAL

**BRITISH JUDO ASSOCIATION (BJA)
MINUTES OF THE COVID 19 MEETING OF THE BOARD OF DIRECTORS
HELD ON 25 MARCH 2020 VIA ZOOM AT 13:00**

PRESENT:	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	(AS)
	Graham Campbell	(GC)
IN ATTENDANCE:	Andrew Scoular, Chief Executive	(AS)
	Sajid Hussain, Head of Finance & Operations	(SH)
	Justine Lynch, Executive Assistant	(JL)
APOLOGIES:	Fred Prosser	(FP)
	Andrew Haffner	(AH)

No	ITEM	ACTION
45.1	WELCOME	
	The Chair welcomed and thanked everyone for joining the meeting in these exceptional times.	
45.2	APOLOGIES	
	Apologies received by AH. AT 13:04 it was presumed that FP would be unable to join the meeting, therefore RS commenced the meeting.	
45.3	DECLARATION OF ANY INTERESTS/CONFLICTS	
	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.	
45.4	ANY MATTERS FOR ANY OTHER BUSINESS	
	As this is a one item agenda meeting, no matters for Any Other Business.	
45.5	MINUTES FROM PREVIOUS MEETING HELD ON 25 FEBRUARY 2020	

	With this being an extraordinary Board Meeting, the Minutes from the meeting on Tuesday 25 February would be presented for approval at the next diarised Board Meeting on Tuesday 28 April.	
45.6	ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)	
	As per stated above for the Minutes of the previous meeting.	
45.7	COVID 19 BRITISH JUDO RESPONSE	
	<p>RS handed over to AS to summarise the report and update the Board.</p> <p>AS hoped that all the Board Members had been able to read the papers that had been submitted, informing that the same papers had been discussed at the Audit & Risk Committee (A&RC) Meeting earlier the same day.</p> <p>AS commenced by saying at the moment we are in an unprecedented and very fluid situation. The current focus is looking at the best way to support the Association, sport in general, areas, clubs, members and officials. This will become clearer over the next couple of weeks but for now it is key to make sure the Association is financially capable of continuing. Then the next step will be to secure the future. AS continued that himself and SH have had extensive discussions including with our major funders, UK Sport (UKS) and Sport England (SE) and the wider sporting network. Discussions have also taken place with BOA and local partnerships including a 94 participant conference call yesterday. AS added that we are also looking at the support the Government is providing and believe we are as knowledgeable about that as we can be at the moment.</p> <p>AS then focused on UKS/SE funding. SE have agreed that NGBs are allowed to reallocate any of the funding already received and utilise it for the remainder of the cycle. UKS have made a similar statement but AS is still waiting for formal written confirmation of this from Sally Munday, CEO of UKS.</p> <p>AS then provided more detail of what is currently available. There is £315k in the Performance budget which is the amount that will now not be spent on sending athletes to camps and competitions. Adding that being able to allocate this across the Association is critical. UKS and SE have jointly requested that we submit documentation outlining what our financial position is, which AS and SH have worked on together based on the papers submitted to this meeting. This is to be used to support UKS and SE's approach to the Government for additional funding. Also, at their Board Meeting today, SE are discussing if additional funding can be rolled over at the same level of 25% of the 4 year cycle.</p>	

	<p>With regard to the assistance available from the Government, we are eligible to identify a number of staff for Furlough Leave. This provides 80% salary funding and we have identified 12 members of staff we would like to place on Furlough Leave.</p> <p>AS continued that our current cash position is good due to what is currently in our reserves account and deferred income. Also, there is another £350k in a reserves account, £200k operating cash and an additional £160k in Competition and Events. Additionally, SH has advised AH today that there is £40k income from Destination Judo (DJ) this month which makes DJ in surplus for the financial year.</p> <p>AS explained that 2 scenarios had been submitted – one for 3 months and one for 6 months. The 3 month scenario is the worst one for BJA, if the situation continued for 6 months this would be better for BJA because June, July and August are usually quiet months when we don't receive much income anyway and we would still be receiving 80% from the Government for the salaries of the furlough staff. Also, we would receive more income from UKS due to the cancellation of the Olympic Games.</p> <p>AS moved on to breakdown the figures in the forecasts, saying the assumptions have been based on worst case scenario. It is assumed there will be no membership income and a small growth rising from 20% through to 100%. To put context around this, AS informed that anticipated membership income for the previous weekend was £6k and actual income was £900. Also, it is assumed there will not be any gradings income, although initiatives are being worked on at the moment to possibly allow clubs to do at least one grading online from home. DJ has already been suspended for 3 to 6 months, so there will not be any income from there but will still be some costs eg: vans, insurance. All DJ staff salaries will be supported by the 80% from the Government.</p> <p>The next subject AS raised was Furlough Leave advising that 12 members of staff had been identified which included all DJ coaches, the DJ office staff member, 2 in memberships and 2 from events. The intention is to cover the 20% and top up their salary to 100%, this is also budgeted for. AS added it was felt this was important to provide consistency across the Association. The already approved recruitment of a Digital Officer would continue as this is seen as key in assisting Ben Pollard (BP) and Jarryd Dunn to increase online/digital communication across the sport.</p> <p>AS concluded by saying there are other areas we will be able to draw money from including the reduction of business rates, some talent moneys are available that have not been factored in. Also looking at the Government Small Grants Scheme. With regard to risks, these include the loss of deferred income in 2021-2022, if membership is suspended</p>	
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this will have an impact but the SE funding rollover should cover that element and if membership growth is slower that will have an impact. Difficult to predict and put definitive figures on it at the moment.

RS thanked AS for the summary and opened the meeting up for questions.

NF commented that the commitment from UKS and SE sounded extremely favourable but queried if AS thought this would be withdrawn at some point. AS reassured that they have stated this is only for the crisis and they will not be claiming it back, adding that we are only using money that had been budgeted for things that we know for certain are not going to take place.

RS confirmed there were no more questions and requested AS to move on to the Recommendations.

Recommendations

AS suggested that as there are so many people on the call, agreement would be presumed unless any member stated an objection.

Furlough Staff and 20% top up by BJA: LCD queried if the staff that were furloughed were allowed to do anything at all and whether they were allowed to support BJA in a volunteer capacity. AS responded that it is clear from HMRC that furloughed staff are not able to work in any other paid environment. The nuances are still being clarified but AS believes this will be ok if they offer themselves for volunteer work for the National Health Service as example. Adding that the letter is being reviewed following discussion at the A&RC. CL added the BJA needs to be mindful of not giving direction in any way as to what furloughed staff do. AS added that he believes it is the position that is being furloughed, not the individual, so would be possible to rotate the staff although this would only affect the Membership Team.

DECISION: Agreed to recommended staff for Furlough Leave and that BJA would top salaries up to 100%

Membership Extension: AS informed that work is currently being carried out on a communications plan for members and how we support them. Although there have been a couple of refund requests, these are not going to be processed. Instead, their memberships will be extended for the length of this situation, ie if lasts for 3 months, the membership will be extended to 15 months. AS added he was keen to encourage members to maintain their membership for continuity. LCD commented that she has a concern with this when both clubs and families are likely to have financial worries at this time and queried if it was possible to keep the membership open with the option to pay once in a better financial position. AS responded that this was not going to be communicated as compulsory but it would be a good way to encourage and maintain communication. NF raised whether it was still appropriate to send out the usual lapsed membership chase up letters as he

	<p>suspected this could cause negative publicity on Facebook. RS responded that he is aware of other organisations contacting members requesting they maintain their membership but not chasing. Adding that continuous membership would help our financial position and not everyone will be financially challenged.</p> <p>ASl then raised an alternative solution of deferring the income, placing members on a payment holiday of 3 months. RS agreed this was another option, meaning they are paused rather than lapsed members. This would also help when going for higher grades as 25 years continuous membership is required. LCD agreed that this was a good suggestion. ASl suggested contacting members who are close to their renewal date and asking them to get in touch if they have any concerns to discuss alternative options if they are not able to afford to renew. AS agreed this was a good way to proceed and the current letter that is sent automatically from the CRM system could be amended to cover these points.</p> <p>ACTION: AS to draft new renewal reminder letter and uploaded on to the CRM system by 1 April 2020.</p> <p>AS advised that other actions being carried out by staff not on Furlough Leave is to contact the clubs. The clubs have been divided between them. Performance have already been in touch with Camberley Judo Club and JudoScotland with positive feedback from them all so far. This communication will continue. Also BP is drafting a communications programme focused around social media with athletes posting videos, all editions of Matside are now on the website. This will be included in the communication to members. PB commented that this would also be a good time to communicate and celebrate past successes.</p> <p>LCD queried if the Membership Team would have the capacity to cope with increased enquiries. AS responded that the Membership Team have been provided with mobile phones and laptops and requested SH to provide an activity level update. SH said he had been in contact with the Membership Team yesterday and they are only receiving approximately 6/7 calls a day. The outgoing calls are being made by both the Delivery Officers and the Membership Team.</p> <p>MG queried if there was currently a grace period for membership renewals. AS responded this was currently 4 weeks and after 3 months the membership is deleted.</p> <p>DECISION: Memberships to be paused and more sympathetic reminder letters to be sent</p> <p>Suggested Budget Forecasts: AS confirmed with the Board Members that they are happy to sign off worst case scenarios and to submit same to UKS/SE</p> <p>DECISION: Agreed</p>	<p>AS</p>
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	<p>Monthly Financial Reviews: To be done via a Variance Report. RS and AS to discuss a timetable to ensure Board Members are kept up to date.</p> <p>DECISION: Agreed</p> <p>RS thanked everyone for making themselves available for this meeting. Meeting closed at 13:35.</p>	
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Next Meeting: Tuesday 28 April