

FINAL
BRITISH JUDO ASSOCIATION (BJA)
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
HELD ON 28 APRIL 2020 AT 10:00 AM VIA ZOOM

PRESENT:	Ronnie Saez, Chair	(RS)
	Peter Blewett	(PB)
	Loretta Cusack-Doyle	(LC-D)
	Andrew Haffner (joined at 10:20 AM)	(AH)
	Malgorzata Grzyb	(MG)
	Neil Fletcher	(NF)
	Claire Lish	(CL)
	Bill Taggart (in part)	(BT)
	Alex Slade	(AS)
	Graham Campbell	(GC)
IN ATTENDANCE:	Andrew Scoular, Chief Executive	(AS)
	Colin McIver, Sport Director	(CMcl)
	Sajid Hussain, Head of Finance & Operations	(SH)
	Vijaya Panangipalli (in part)	(VP)
	Nigel Donohue (in part)	(ND)
	Justine Lynch, Executive Assistant	(JL)
APOLOGIES:	Fred Prosser	(FP)
	Ryan Wilkinson	(RW)

No	ITEM	ACTION
46.1	WELCOME	
	The Chair welcomed and thanked everyone for attending the meeting remotely.	
46.2	APOLOGIES	
	RS informed that apologies had been received from RW due to a last minute work commitment and it was hoped that FP would join the meeting. Apologies received from FP post the meeting.	
46.3	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.	
46.4	ANY MATTERS FOR ANY OTHER BUSINESS	
	BT wished to raise the promotion of Neil Malone to Honorary Referee.	
46.5	MINUTES FROM PREVIOUS MEETINGS HELD ON 25 FEBRUARY AND 25 MARCH 2020	
	The Minutes from both the 25 February and 25 March 2020 meetings were approved as an accurate records of the meetings. 25 February minutes proposed by PB and seconded by LC-D. 25 March minutes proposed by BT and seconded by NF.	

46.6	ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)	
	<p>44.9 Olympic Bonuses AS advised that this is on hold as the insurance companies won't offer rates until at least 5 months out from the Games.</p> <p>45.8 Strategy Update AS informed that an internal meeting had taken place the previous day and the outcomes of that will be shared. We are now looking at a revised timeline of 3 to 4 months later than the initial timeline agreed at the previous Board Meeting. However, Covid-19 has to be taken into account as it is likely to have an impact on the economy over the next 2 years.</p> <p>At this point PB commented that given the nature of the sport and social distancing, getting back to normal is going to be a huge issue for Judo. In terms of funding, PB queried if there was an argument for adding that contact sports have an additional threat to their survival. AS responded that this has been raised for all sports as a lot of them do have contact. Adding at the moment, we are still just guessing until further guidance is received from the Government. PB advised there had been a boxing event overseas recently where everyone was tested and both the fighters and referee had worn masks. PB continued that we should perhaps monitor activity like this as we may be judged if we do not follow suit. AS responded that it may be there is different guidance and rules for international competition compared to local events, adding that Papendal Sports Centre has announced it will be opening shortly for training but is not expecting Judo to commence until October. AS added EiS and UKS are working on a performance plan and how this will be introduced so performance wise we should be covered and be able to introduce testing but this will be more difficult where the clubs are concerned. Also, UKS, DCMS and EiS are having weekly meetings and updating us following these. RS commented it is important that people feel confident enough in safety terms to return. AS added that this could potentially involve the introduction of testing.</p>	
46.7	BOARD EVALUATION FEEDBACK	
	<p>RS welcomed VP to the meeting who, as part of the Board Evaluation, was joining the meeting to provide feedback following her discussions with the members of the Board and Senior Leadership Team (SLT).</p> <p>VP opened by thanking the members of the Board for their cooperation and participation in the process adding that all members had been keen to take part which in itself is very positive. VP advised she would give an overview of some of the key parts of the process first and conclude with an update on the overall report.</p> <p>With regard to skills being brought to the Board by its members, it was clear there is a devotion to Judo and VP had not uncovered any soft</p>	

problems. As far as governance is concerned, the evaluation showed that there are good leadership skills including those of RS, AS and the senior managers which is important for the view that UK Sport (UKS) and Sport England (SE) will have of the Association.

VP continued that the evaluation is based on 5 pillars all of which are important for how the Board should operate.

When looking at strategic planning, VP had found that whilst this was generally good, there were different levels of understanding across the Board members. Therefore, VP recommends that there is more strategic training for all Board members to ensure that everyone is on the same page. Also, more time needs to be dedicated to strategic discussions at the Board meetings as well as an annual meeting dedicated to strategy. Lastly on this, VP commented that sometimes discussion at the Board meetings tends to drift into operational matters which needs to be reduced.

VP moved on to board behaviours commenting that the culture in the boardroom is commendable with an open culture and all members are comfortable to be involved in discussions and voice their opinions without reservation. One matter to be considered is the time commitment that Board members make and that lengthy meetings can affect performance. Also, to ensure best practice, if a Board member is unable to attend a meeting, their thoughts on any items on the agenda should be captured prior to the meeting and form part of the minutes.

With regard to Board and SLT relationships, VP found these to be very strong adding that it is commendable that the entire team feel positively towards the Board and AS. When VP had questioned the SLT on whether they would be comfortable in approaching the Board, there were no reservations about doing this proving there is a very good open culture.

VP then raised the reports saying that they are good and she had found them to be of a high standard with enough information for Board members to base discussion and decisions on. One recommendation was to share more information with the Board, eg: press releases.

10:20 am – AH joined the meeting

The next pillar is the Chair's performance. The evaluation had shown that the Chair is well respected and provides an open platform where everyone can voice their opinion. VP has profiled a list of areas of improvement, which doesn't mean the Chair is not carrying out his role correctly, just recommendations to take the Chair to a high performing chair.

The final area is on the individual performance of the Directors. VP believes the Directors responded very honestly and that she obtained a clear insight into how they perform and which areas they would like to perform better in. Another positive was that all the Directors, regardless of the type, show a high level of commitment to Judo.

VP summarised that overall the report is positive with some recommendations for improvement. These are Board meeting time maintenance which includes following the agenda; shortening meetings; consider holding the meetings in different settings and/or different timings; steering away from operational discussions and focusing on strategic ones; Chair to think about how he can get the Directors to encourage one another in the boardroom; provide additional training; a formal Board evaluation is to be carried out every year in a format for the Chair to decide; more communication with Board members outside of the Board meetings; consider improving the induction for Board members; a more formal succession process; and finally diversity levels on the Board to be considered going forward.

VP concluded by saying it had been a pleasure to work with British Judo again and thanked RS and AS for supporting this evaluation.

RS thanked VP for her clear feedback and followed up on one point with regard to Board reviews, advising that they had been carried out last year but as BJA has had several reviews recently, they had been delayed this year so that the outcomes could be taken into consideration.

MG thanked VP for the report adding she had found it very useful. There was one point that MG wished more clarity on in regard to the division between Elected Directors and Independent Directors and in particular what had VP observed and her recommendations. VP responded that this had been with regard to the responses she had received when questioning about strategy. The responses had been very different with the Independent Directors having more understanding of what strategy meant. VP continued that with regard to the long term strategy, the Directors that have less interaction with Judo, seemed to have a much more overall view. VP believes this is because the Elected Directors seem to think they have to represent their elected position on the Board whereas for example, if you are a Legal Director, you need to “take your legal hat off” and think about Judo as a whole unless there are strategic elements of your representation. VP recommends training along with a review of the roles and legal responsibilities. MG thanked VP for clarifying this point.

RS enquired how BJA compared with our peers ie: Boards of other NGBs. VP responded that when she had earlier stated that she had been happy to be working with British Judo, she was comparing us to other NGBs. The BJA Board is really strong and that strength comes from the people involved. Everyone is enthusiastic about Judo and no one is fighting for

	<p>their space. Communication levels are good and there is a very open environment with no tension between yourself and AS. Also, it is clear that all the Directors care about the reputation of Judo and would not do anything to negatively affect this.</p> <p>RS thanked VP adding that he had found the evaluation results very reassuring. RS had found the process illuminating and the recommendations are fair and they will be worthwhile improvements to implement. VP advised that all members of the Board were free to contact her if they required any support or additional information. VP then left the meeting.</p> <p>PB enquired who outside of the BJA would receive the evaluation report and whether out of good practice it should be published on the website. AS responded that the report would be shared with the Governance Departments at UKS and SE. MG suggested it would be better to publish the recommendations and an action plan addressing them. RS suggested that the Board consider holding a meeting specifically to discuss these recommendations. It could form part of the agenda for the strategy meeting that RS would still like to go ahead with over a Friday afternoon and Saturday. MG agreed. RS continued that this will be looked into once the current lockdown begins to ease and AS added that he is keen to be as prepared and in as good a position as possible to move quickly as soon as permitted. ASI commented that drafting this action plan is an exercise that needs to be executed properly and not just for show.</p> <p>PB commented that his opinion is that the recommendations from VP are operational actions and should be dealt with separately to Board strategy. MG replied that there had been very similar questions put to her during the BDO review call, so it may be that the recommendations from these 2 reports are considered jointly and one action plan produced. RS commented although we had not yet received the report from BDO, initial feedback had been positive and it is reasonable to assume that some of the findings will overlap and agreed with the suggestion of combining them.</p> <p>Action: Produce a template of the recommendations from VP's report</p> <p>Action: Organise 2 day Review Action Plan and Strategy Meeting</p> <p>Break 11:05 to 11:20</p>	<p>AS/JL</p> <p>AS/JL</p>
46.8	RISK REGISTER	
	<p>AS updated the Board on risks that had changed and one new risk that had been added.</p> <p>With regard to Destination Judo (DJ), AS informed that DJ had performed better than budgeted for, with a £1k profit above budget. DJ had been suspended from the middle of March. AS continued that there is concern about how many people will return but at the moment</p>	

	<p>there have only been 49 direct debits cancelled, the rest are suspended. This is positive as once DJ restarts, there will be a £37k income from the direct debits.</p> <p>The new risk that has been added is in relation to Covid-19 and the loss of income from membership and gradings. We currently have 14 staff on Furlough Leave. The Government funding for these staff members is expected on Monday 4 May. Also, we are re-allocating UKS and SE funding.</p> <p>RS confirmed there were no questions on the Risk Register before moving on.</p>	
46.9	CEO UPDATE	
	<p>AS opened by advising that he had still not received the BDO report and his expected meeting with UKS and SE had not gone ahead. As soon as the report is received, he will circulate to the Board. Initial feedback had been received, but it is unclear if anything has changed since then. RS queried if this would be the final draft report for us to provide comment on and if our comments were found to be sensible, the report could be amended. AS responded that yes he believed this would be the final draft and once circulated, it would be good to have a discussion and collate feedback from all Board members.</p> <p>AS advised that himself and SH are currently working on a submission to UKS and SE to secure additional funding for activity during Covid-19 and for re-booting plans. Work is also being carried out by Adrian Bassett (AB) and Ben Pollard (BP) with regard to a marketing and communications digital campaign. CMcl and Joyce Heron (JH) are also working on a re-boot strategy document alongside this.</p> <p>AS moved onto competitions. The IJF are still to produce a new calendar but it has been confirmed that the European Championships have been rescheduled for early November. As most of the junior competitions are usually during the summer months, these will be re-scheduled and expenditure for them considered. Also, we will need to support other athletes that were due to compete at Tokyo, as well as the younger athletes on the Paris Cycle. Although, it is unclear how the return to Judo will work, the Dutch Federation have announced they don't expect to be competing again until October.</p> <p>With regard to the Club Support Package, which will also form part of the re-boot strategy, AS updated that he had raised this at the recent England Areas Meeting and had followed up with separate conversations. A meeting has been arranged for Thursday 30 April with a group from the England Areas. AS added that Brian Davies, British Judo Trust, has also agreed to lend support.</p>	

	<p>AS highlighted the 7 Leagues document he had submitted with his report and that he would like to recommend forming a Digital Advisory Panel of about 5/6 people to provide strategic input into the overall strategic plan. This would be recruited for via a job description on the website. RS agreed this was a good initiative.</p> <p>Another item not in AS's report but that he wished raise was at the England Areas Meeting, Nick Fletcher had raised the minutes from the Board Meeting on 19 August 2019 where there was a discussion around our Reserves Policy. Needs to be made clear that the £450k mentioned is in relation to our Reserves Policy and not actual reserves. PB commented that there is still work to be done in the England Areas to get all the Chairs working together.</p> <p>The last point AS wished to update on is that discussions on the new lease and the extension are underway with the University. Brabners are helping on the legal side. ASI confirmed he was happy to assist if and when required.</p> <p>AS confirmed he would continue to update the Board every 2 weeks for the duration of this current situation.</p>	
<p>46.10 & 11</p>	<p>AUDIT & RISK AND FINANCIAL UPDATE</p>	
	<p>SH commenced by giving a quick update on the position at the end of the last Financial Year. It had been a very positive year, ending with a surplus of £91,700 which is almost £20k better than budgeted. This also takes into account the £70k SE funding reversal. If this had been received, the total surplus would have been closer to £160k.</p> <p>There is currently £310k in deferred membership income. £25k income was lost in March which would have also been deferred to next year. The income from Membership came in £12k under budget which was mainly due to Area rebates increasing from 16% to 20%. If this had not happened, the income would have hit target.</p> <p>SH also advised that SE funding had now been returned to quarterly payments. This is very helpful for the Association's cash flow.</p> <p>Performance Department have underspent by £110k which will be carried forward into year 4 of this cycle. This is due to the cancellation of camps and competitions.</p> <p>Also, expenditure on overheads has been tightened which has led to a 5% decrease in staff costs whilst continuing to still deliver the same service, which is a good achievement.</p> <p>SH then moved on to DJ informing that DJ had ended the year on £377 profit and would have made £45k profit had the £70k funding been received from SE. Out of the 6 hubs, 5 were in profit and performing</p>	

better than budgeted for. Although the re-boot of DJ will be difficult, the membership is still there with £37k in direct debits able to be collected once judo can begin again.

With regard to Competition and Events, this is £39k in profit which is mainly due to the Commonwealth Judo Championships and savings made at the British Nationals and Schools events. The entry fees received from countries for the IBSA Grand Prix is still in our account but will need to be refunded in June.

SH updated on the reserves, these have increased to 45% of the Reserves Policy target of £450k this year and he is hoping this will be at 100% by the end of the next cycle, 2021-2025, before Covid-19.

RS opened the meeting up for questions. CL commented that the hard work SH has done in Finance is appreciated. CL then queried if the cost of carrying over holidays had been factored into the budgets. SH confirmed this has been done and he is liaising with our HR Consultant on this subject. It is hoped that we can encourage staff to take some holiday during lockdown and only carry over 5 days annual leave to next year's allowance. CL commented that the Government has set the statutory level at 28 days over 2 years.

AS advised that the Performance Department are at least one week's annual leave as soon as restrictions are relaxed enough for them to reconnect with friends and family before returning to the Centre. We will also try to do this in other areas of the Association, but this is voluntary.

On the Covid-19 3 and 6 month budgets, SH advised that we are performing better than these worst case scenario budgets. We had budgeted for £0 income from membership but there has been £6.5k income in April and £23k has been received for the staff on Furlough Leave. Also, UKS and SE are being flexible with how funds are reallocated across the Association. A paper will be submitted to UKS later this week for additional funding and hoping to receive feedback on that one week later.

MG commented that producing worst case scenario budgets was the correct and reasonable way to approach this but queried if there are measures in place to ensure that the Association does not get into a position that is worse than our worst case scenario budgets. AS responded that this is being monitored closely and there are monthly updates with Audit & Risk Committee (A&RC). SH added that he is discussing the next A&RC date with RW and this is likely to be on 15 April.

PB passed on his thanks to SH for explaining everything in a very coherent manner.

	<p>AH then raised grading rebates and whether Areas are accounting for them in the P&L. AS responded that this is one of the conditions of the new Area Constitution and Partnership Agreement that will be implemented and clearly state that Areas have to submit their annual accounts.</p>	
46.11	SPORT DIRECTOR REPORT	
	<p>CMcl then moved onto the activity the Development Officers had been undertaking. They have now contacted 300 of the 411 affiliated clubs and are continuing to attempt to contact the remainder. The clubs are not currently reporting any significant issues and are not being asked to pay for their venues. Any clubs that need financial assistance have been directed to the SE website to apply for funding. It is mainly the private operators that are having income issues but they are applying to the Government and SE for assistance. CMcl continued that most of the clubs are continuing to communicate with their members via social media and doing a really good job with a lot of varied content.</p> <p>CMcl said the main concern coming to light is how clubs will engage with the members after lockdown. CMcl and his team are working on what support the Association is able to provide. Another concern raised is whether clubs meet validation requirements but this has been dealt with through the membership extension scheme whereby clubs and members will have their membership extended for the period of the lockdown. This has been communicated to clubs and members. 4Global are working on the programming of the CRM to facilitate this.</p> <p>CMcl also advised that he is currently working on allowing clubs to do a free grading and this will be going live on the website next week. CMcl and JH are still working on how the administration side of this will look. The gradings can then be presented once members are allowed back into their clubs.</p> <p>CMcl then moved onto a plan himself and JH are working on called “A New Beginning”. This includes a 10 point kick start plan and work that will be carried out during lockdown. They have produced a template plan and work that can be commenced now has been. The plan also includes how we look after staff, health issues, administration and what will be required when we do start up again as there will be an influx of work. CMcl said he is also conscious of the DJ staff who are all on Furlough Leave to ensure they keep healthy and re-engage on start up. CMcl continued that they are trying to keep membership engaged and on the coaching and technical side, they are looking at how to give them the opportunity to keep their validation up to date online. The next phase is to flesh out the plan with more detail and how this is communicated.</p> <p>CMcl concluded by saying that it had been a good year with regard to gradings and membership and DJ. Also, club registrations were</p>	

	<p>progressing well. The remainder of CMCl's report was just for information.</p> <p>RS thanked CMCl and agreed with CMCl that it had been a successful year with membership and gradings up despite a poor March. RS added that there had been a lot of positive feedback on the way the Association had reacted to the pandemic and the social media content is excellent. RS continued that he believed we will be judged on how we help clubs restart and he was glad to hear that there is significant work being carried out on this and that this is also essential for the discussions with SE with regard to funding. RS added that this will be a very stressful period for coaches and they will need assistance with marketing themselves as there is also going to be competition from other sports trying to rebuild membership too. At this time the Board needs to be shown to be responsive to the needs of the clubs and a good opportunity for the Board to make direct contact and listen to their needs.</p> <p>PB commented that the calls the Delivery Officers were making to the clubs is appreciated and being well received. AH agreed adding that there are some excellent ideas for when this lifts and all help that can be offered will be keenly accepted as it is going to be difficult to get members back.</p> <p>CMCl said once the plan is in a more finalised format it will be shared with the home countries so that they can also adopt the same approach we are looking at. CMCl added that any information or additional ideas would be welcome and that he is working alongside BP and AB on the strategy for communicating this. AS added that this information will be shared and discussed at the England Club Support Group Meeting on Thursday 30 April.</p>	
	<p>PERFORMANCE UPDATE</p>	
	<p>ND joined the meeting and shared a PowerPoint presentation with the Board. ND said Performance were entering into a Sabbatical Phase with a focus on Personal and Professional Development with all the athletes working towards a Personal Development Plan. Also, they are now holding 3 Zoom workout sessions a week with HITT workouts on Mondays and Fridays and Warrior Wednesdays with Wayne Lakin. The next phase, that work has already commenced on, is a pre-season 10 week programme with guidance on how to return back to Judo following direction provided by the Government and UKS.</p> <p>The other focus at the moment is the extension at the university and meetings are taking place to discuss this.</p> <p>PB commented that the athlete video had been very well received. ND responded that all the athletes have been really positive and keen to get engaged and inspire the nation as role models for the sport. ND added</p>	

	<p>that there had also been good media exposure. MG queried how the athletes were coping and what the general mood is amongst them. ND responded that initially when events were being cancelled, but the announcement on the Olympics and Paralympics had not been made, mainly the seniors were feeling unsettled. Once the Games had been cancelled, they have adopted the attitude that they now have an extra year to become technically and physically stronger. The younger athletes have not competed this year and there isn't a timetable as yet for when competitions will be. ND continued that the structure Performance are putting in place will make sure that the athletes continue to have a focus and the landmark for the juniors at the moment is the European Championships in November. There will be 2 cycles running in parallel – the Tokyo and Paris cycles.</p> <p>ND concluded that at the moment the main question is when we are going to get back into the Centre but work is ongoing to get a picture of what going back looks like, always bearing in mind Government advice and keeping ourselves and our families safe.</p> <p>RS thanked ND and asked that on behalf of the Board ND thanks the athletes adding that the social media presence has been excellent. RS also asked that CMcl thanks his team for all the hard work. AS to also mention at the next staff meeting on Friday 1 May.</p>	
46.12	ANY OTHER BUSINESS	
	<p>AS then suggested that the June Board Meeting be held earlier than the planned date of 30 June as we should be in a different position then and able to progress our plans. Also, it would then perhaps be possible to also hold the Strategy Meeting in June as well.</p> <p>Action: Re-arrange the June Board Meeting</p>	AS/JL