

**FINAL  
BRITISH JUDO ASSOCIATION (BJA)  
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
HELD ON 27 OCTOBER 2020 10:00AM  
KUDHAIL HOUSE MEETING ROOM & VIA ZOOM**

<b>PRESENT:</b>	Ronnie Saez, Chair	(RS)
	Peter Blewett	(PB)
	Loretta Cusack-Doyle	(LC-D)
	Malgorzata Grzyb	(MG)
	Alex Slade	(ASl)
	Neil Fletcher	(NF)
	Andrew Haffner	(AH)
	Graham Campbell	(GC)
<b>IN ATTENDANCE:</b>	Andrew Scoular, Chief Executive	(AS)
	Colin McIver, Sport Director	(CMcl)
	Sajid Hussain, Head of Finance & Operations	(SH)
	Nigel Donohue, Performance Director (in part)	(ND)
	Richard Pinder, Leonard Curtis Business Solutions (in part)	(RP)
	Justine Lynch, Executive Assistant	(JL)
<b>APOLOGIES:</b>	Fred Prosser	(FP)
	Bill Taggart	(BT)
	Claire Lish	(CL)

No	ITEM	ACTION
<b>49.1</b>	<b>WELCOME</b>	
	The Chair welcomed and thanked everyone for attending the meeting.	
<b>49.2</b>	<b>APOLOGIES</b>	
	RS informed that apologies had been received from, BT, ASl. and CL. Also LC-D would be slightly delayed joining the meeting. FP joined the meeting but due to technical difficulties had to leave at 10.30am and therefore apologies have been recorded.	
<b>49.3</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>49.4</b>	<b>ANY MATTERS FOR ANY OTHER BUSINESS</b>	
	AS raised that he would also cover the Performance Centre Extension at Wolverhampton University and the European Championships as part of his update.	

<b>49.5</b>	<b>MINUTES FROM PREVIOUS MEETINGS HELD ON 30 JUNE 2020</b> <p>The Minutes from the previous meeting on Tuesday 25 August 2020 were approved as an accurate record of the meeting.  Proposed by PB  Seconded by AH</p>	
<b>49.6</b>	<b>ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)</b> <p>AS gave a brief overview of the Actions that had been completed or updated.</p> <p><b>42.6 Actions From Previous Meetings:</b> AS had now signed a Data Transfer Agreement that means that Welsh Judo are now able to share their Dan Grade information with us so this action can now be progressed.</p> <p><b>44.10 Strategy Meeting:</b> Two meetings will now be scheduled with the Senior Leadership Team and Andy Reed with an update to be presented to the Board at the December meeting</p> <p><b>45.11 Chief Executive's Update:</b> The potential new payment processing system was raised at the Commercial &amp; Marketing Working Group Meeting – Ben Pollard and Gerry Gualtieri confirmed they would discuss this.</p> <p><b>47.7.1 &amp; 47.7.2 Safelandings and NSPCC Review:</b> All amendments have now been approved by the Board via email.</p> <p><b>48.10 Chief Executive's Update, NHC:</b> AS and SH arranged a meeting with NHC and ToR reviewed by Sedulo.</p> <p><b>48.16: Any Other Business:</b> The Memorandum &amp; Article amendments on hold until updated UKS Governance Code is received.</p>	
<b>49.7</b>	<b>CLOSURE OF COMPETITIONS &amp; EVENTS</b> <p>At 10.15 am, RS welcomed RP from Leonard Curtis Business Solutions who would be administering the liquidation process for Competitions &amp; Events.</p> <p>RP commenced by talking the Board Members through the Directors' Board Meeting Minutes to commence the proceedings for a members voluntary liquidation that had been circulated in advance of the meeting.</p> <p>Following this, RP advised that once we were ready to proceed a further Zoom meeting would be scheduled, then he would obtain clearance from HMRC leading to the company being dissolved. RP added that Covid-19 has caused some delay in the clearing of liquidations and they are currently taking between 6 and 12 months but it is considered completed at the time the liquidation request is submitted.</p> <p>PB thanked RP for talking the Board through the process and enquired, to maintain good governance, if the rationale for this decision should be given to our membership. RP responded that he had queried with SH if</p>	

	<p>this was a member owned organisation and if it was used when hosting larger events would there be a potential risk that a loss could have a detrimental effect on the Association as a whole. As it is not member owned, does not affect the membership and the National Governing Body (NGB) is still in place, RP stated his opinion was that there was not a requirement to justify this to members but if it was felt this was something that we wanted to do, it is fine to do so. RP added that he understood the company had been established to lower the risk to the NGB for larger events but that there had not been any event on a large enough scale to be a risk for the last 10 years. If a large scale event were to be hosted in the future, a limited company could be established. This decision to close Competitions &amp; Events removes the costs of running two limited companies so this is a cost saving exercise.</p> <p>RP concluded that he would continue to liaise with SH and Leigh Butler to agree a date to commence the process and get a quorate Board Meeting or short Board Meeting involving all Board members to sign off the liquidation documentation. AS commented that a quorate Board Meeting required 4 attendees and the elected person to sign off the documentation, but this could not be SH.</p> <p>RS confirmed with the Board members there were no further questions for RP and thanked RP for his time and at 10:30 RP left the meeting.</p> <p>10:30 RS welcomed LC-D to the meeting and confirmed that FP would no longer be able to participate.</p>	
<b>48.8</b>	<b>RISK REGISTER</b>	
	<p>AS opened that there were just a couple of risks updated that he wished to highlight.</p> <p><b>Risk No.11:</b> Destination Judo has now been closed, therefore the risk is reduced and it has been noted as deleted for this meeting and would be removed following the meeting.</p> <p><b>Risk No.16:</b> This is a new risk following the last Audit &amp; Risk Committee (A&amp;RC) Meeting. It is in relation to Governance and to show that Equality, Diversity and Inclusion (E,D &amp; I) form part of our work to adhere with UK Sport governance requirements adding that any work carried out on this will be heavily promoted. The risk is losing support from our stakeholders should we not meet the requirements.</p> <p>MG commented that the above risk and how we action this has been discussed previously and queried if there would be an action plan with timelines to address this. Adding that there are many strands to this area of work and non-independent directors need to be discussed as well as independent. AS responded that the E,D &amp; I Steering Group had met the previous week and one of the actions to come out of that meeting was how to promote this work and produce an action plan. NF then commented that there would be areas, eg: Yorkshire and</p>	

	<p>Humberside that would be out of step and queried if there were any Areas that may already meet the criteria. AS responded that London would and potentially a couple of other areas but there is a need to encourage the Areas to be more proactive. RS added that the more cosmopolitan areas will have a greater proportion of BAME members and therefore have more of an interest in getting involved whereas areas that don't may show less interest. However, whilst it is hard to recruit BAME members to the Board or Steering Groups, work to do this needs to continue along with people with a disability. PB commented that whilst he acknowledges it would probably be easier to recruit BAME members in London, this is an area he is passionate about but it cannot be legislated and it is difficult to pluck people of the air. Also, PB has already invited the Areas to nominate an individual to attend an Area Meeting to enable them to become familiar with how the system works. PB added that the Areas need to be encouraged to interact with the Board and assist with actively seeking out where there are pockets of expertise.</p> <p>RS confirmed with the attendees that there were no further questions or comments on the Risk Register.</p>	
<b>49.9</b>	<b>ANNUAL GENERAL MEETING</b>	
	<p>AS informed the Board that this year's Annual General Meeting (AGM) would be virtual only, via Zoom with up to 100 attendees and that UK Engage are now assisting with the running of the AGM. By Thursday 5 November all A Clubs would receive an email from UK Engage that included the link to the Zoom meeting and a PIN for them to access the voting system. AS continued that he was hoping for the President to be able to attend and give his usual address, which would be followed by a report from RS and himself. The voting system would be opened by UK Engage during AS's report for approximately 10 minutes and then UK Engage would close the voting and provide the results once AS had completed his report. During the meeting attendees would be able to submit questions via the chat function and these would be addressed at the end of the AGM. AS continued that we had already received some postal and proxy votes and we only require 24 for the meeting to be quorate. RS commented that they had recently run the JudoScotland AGM via Zoom where there had been approximately 25 attendees and if we did get 100 attendees the meeting may become unruly. AS agreed this was a possibility but that he thought it was highly unlikely there would be that many attendees. MG queried if clubs were being requested to pre-register. AS responded that in the papers that went out to the clubs we had asked them to do this but not expecting them to. ASI suggested that if there was a club with a few members who wished to attend, it could be highlighted to them that they could do this from one room following the current Government guidelines.</p> <p><b>Action: Add ASI's suggestion to the guidance email being sent by UK Engage.</b></p>	<p><b>AS/JL</b></p>

	<p>AH commented that the only subject at the fore of members minds at the moment is when we can return to judo and the BJA's views on Covid-19, this may therefore increase the attendee level. RS agreed, adding they may use the AGM as an opportunity to gain advice and need to ensure that we are prepared for any questioning and have the information on the most up to date position.</p>	
<b>49.10</b>	<b>CHAIRMAN'S REPORT</b>	
	<p>RS opened up with an update on the Paris Cycle. Sally Munday, CEO UK Sport (UKS), had emailed the NGB Chairs the pervious week to inform that the Government Comprehensive Spending Review would only cover one year this time so any funding award for the next four years is not guaranteed, just the first year. This is due to the financial instability of the country as an entirety and will of course have an impact on our strategy.</p> <p>RS then moved on to Governance and the profile changes that would be imposed for the Board when the new UKS Governance Code is issued, which RS expects to be in Spring 2021. Adding, this will also require us to become a fully diverse organisation, which is what we need to aspire to and has to be turned into a reality. The other area that will require review is how the Board is constituted. We currently have 5 appointed and 7 elected directors and we are behest to the uncertainties of the elected process and the only way that we can progress this situation currently is to use the elected positions wisely. There is currently one vacancy and there will be a second when MG retires at the end of her second term mid 2021. RS continued that this has been discussed with MG and at the Nominations Committee Meeting. RS also had a separate discussion with RW, who had been retained on the Board for an additional 4 months due to Covid-19 and the signing off of the statutory accounts, but fully understood the situation and that we needed to utilise his elected position to focus on gender and ethnicity targets. Based on this conversation, RW emailed RS and MG to advise that he did not wish to stand for re-election which RS thought was a very noble thing to do and would be of great assistance. RS advised he has spoken to all of the other Board Directors and replied to RW thanking him for his commitment, diligence and that his contribution to the Board over the past 4 years had been greatly appreciated. RS continued that it is very unfortunate that we will not be able to mark RW's contribution to the Board in a formal social manner but hoped that this may be possible in 2021.</p> <p>RS reverted to his earlier point in regard to the constitution of the Board and that the focus needs to be both on gender and ethnicity as we also have 2 female directors leaving in 2021 which would leave us with one female director presuming that CL accepts a second term. There needs to be positive action and that how we approach this needs to be considered by all the board. RS added that BJA promote our excellent VI programme and celebrate their achievements yet there has never been</p>	

a VI Board Member and very few members on any of the commissions. AH agreed, adding that this does however need to be balanced with obtaining the best person for the role on the Board and that with RW leaving, we are losing a valuable member of the Board in order to meet a quota. AH then raised previous discussions by the Board in regard to staggering dates and term times to ensure there was only one Board member leaving in a year. RS responded that RW's term was extended and PB's second term has been extended for 2 years so that he is still in post for the Commonwealth Games in 2022. RS continued that we are going to have to accept this situation for the next couple of years but going forward Board term times could be amended to be a combination of 2, 3 and 4 year terms. RS agreed with AH that losing valuable directors was a downside of the need to meet quotas and agreed that appointing Board members on different terms should be presented to the Nominations Committee for approval.

MG added that she agreed with what RS and AH had raised and reverted back to the need for a clear action plan which needs to include promoting diversity to the elected and Home Country roles to increase the ability to promote the correct people and mitigate the risk of losing quality people. RS agreed adding that there is welcome pressure from members enquiring what action we are taking. RS added that whether the directors are elected or independent, we do need to ensure we have the best people around the Board table and it will require a great deal of work to change the elected side and there had only been one female applicant since the election of LC-D, minimal applications from members of the BAME community and no applications from anyone with a disability. RS concluded that this needed to be a key output from the work the commission are conducting. AH commented that the 3 previous Chairs to RS were all either BAME or female. RS acknowledged AH's comment adding that although this was the case, there is no depth. RS then suggested that one area that may provide good candidates is the pool of volunteers, both for BAME and disability. Also, our volunteers are known faces in the Judo world with good Judo CVs but there seems to be a reluctance for them to apply.

ASl picked up on MG's earlier point, adding that we can only work with the applications received and need to look at how we can attract and encourage non-white middle aged men to apply. ASl continued that the action plan needs to address and highlight the need/desire to receive applications from all walks of life and backgrounds which is going to require a big push. LC-D added that the engagement with the Areas is also key, sharing with them the strengths that are needed on the Board. There could be active members in their Area who would be suitable but have not considered becoming a Board Member who with encouragement may apply. PB added that the London Area does have 3 female members, 30%, on its Committee and perhaps this should be celebrated which in turn may encourage others to become involved.



	<p>MG enquired if AS was able to request that CL prioritise the action plan discussed, whilst acknowledging that this was not going to happen overnight, it does need to be flagged as a priority and possibly report back to the Board at the next meeting in December. AS responded that CL is organising fortnightly meetings with the next one taking place on Thursday 5 November and AS would raise this point at the meeting.</p> <p>RS then suggested that the Judo members of the Board could approach their personal contacts as they would all know BAME and disabled members. AS agreed that this was part of the activities planned and that there may also be assistance available from UKS.</p> <p>RS then moved onto Board development and in line with the Governance action plans, work will be commencing on the evaluation process to be completed by the end of this year, although unfortunately, they would have to be conducted via Zoom. This process would kick start the Board development, training and induction next year. RS then requested the Board members to give some thought to their induction and if they had any suggestions on how to improve it. MG added that she would be required to conduct the Chair evaluation and that this should also be factored in.</p> <p>With regard to the Sport England (SE) Club Grant Scheme, RS advised that there had been 120 applications and it was being viewed very positively by the BJA membership and SE. Although there has been some delay with this scheme, this was mainly due to a delay in getting the funding from SE and obtaining approval from the Areas in regard to their contribution levels. RS then passed on thanks to PB for obtaining this approval and also commented that it was good that the British Judo Trust were also lending their support to this scheme.</p> <p>The last point RS wished to raise was the standing down of BT as Chair of the Northern Ireland Judo Federation as he felt he wished to concentrate more on competitions and events. An interim Chair (not someone that RS is familiar with) has been appointed but due to other commitments, he was not able to attend BJA Board Meetings, therefore BT will continue to attend until the end of his second term, November 2021.</p> <p>RS confirmed with the Board there were no further comments of questions and handed over to AS for his report.</p>	
<b>49.11</b>	<b>CHIEF EXECUTIVE'S REPORT</b>	
	<p>AS opened by advising that SH would update the Board on finance in more detail, however the report had been produced prior to the announcement in regard to the Comprehensive Spending Review that RS had mentioned in his report.</p>	

AS continued that the Association is still reviewing where cost savings can be made. There have been 2 redundancies from the Membership Team due to the large reduction in memberships to process. Also, looking at other areas and especially for when we restart and working closely with CMcl and Joyce Heron on this to ensure that we have the best resources in place for restart. It is going to take a long time to rebuild the Association but April 2021 is critical. If we are not allowed back to contact training and competition it will be a very challenging year for the Association. A number of clubs will be in danger of closing and it is going to be a challenge for clubs to get back up and running.

AS then moved onto Governance and that an amendment to the Memorandum & Articles (M&A) had been considered so that we are able to hold a virtual AGM but the Government guidelines were amended to allow this so it was not required this year. However, the M&A are due to be reviewed and this will be at the same time as the new UKS Governance Code is released and a consultant will be engaged to perform this. Also, there is £9k ringfenced UKS funds from the Continuity Fund that can be utilised for the BDO identified governance recommendations. AS then gained Board approval for engaging a consultant to carry out this review. GC noted that he is happy providing there is funding and that the Board should also look at any practical changes that need to be made to the M&A. AS responded that it has been 4 years since the last review so a requirement and agreed other aspects need tightening up. Any amendments would then go to the AGM in November 2021 and reviewed by the Board and consultation with the Areas prior to this..

PB commented that as a Board we need to consider the interim normality. There have been discussions on getting the right people in the right places with the correct knowledge but a real concern is also getting the best out of the resources we already have, how to build on this and move forward in a positive way. PB continued that there are a lot of unmotivated coaches in London and they need leadership to show them the way, encourage them and at this time we all need to look out for each other.

PB then enquired that with possible further redundancies, what are the Association doing to protect them. AS responded that the Performance Management Steering Group are monitoring this and we are holding regular staff updates and social events. With regard to other staff savings we are bearing in mind that we need to have appropriate resources in place for the restart and looking at if we have the correct personnel already or require some retraining if possible. This will all feed into our strategy which will have a digital focus, as Covid-19 has reinforced that we can be very supportive online but don't want to underestimate the importance of face to face interaction. However, AS agreed with PB's point that we do need to keep our staff motivated and be in the best position possible when we can restart.



MG commented on the strategy, that it was a shame it had not been possible to hold this meeting as there are going to be significant changes for Judo and sport as a whole. MG added that it is important to think about what Judo will look like after the virus as it will definitely not be business as usual. MG further commented that she is keen for this to progress as soon as possible. AS agreed and advised that work is going to commence on a strategy framework that will be presented to the Board for discussion which could then be sectioned off. RS added that although face to face is always preferred for strategy meetings, short focused 2 to 3 hour sessions would provide the best input we can at the current time.

AH commented that there is no doubt that the longer we are in the current situation, the more members and clubs we lose will increase. Once the restrictions are lifted there will be a rush to get people into sports that they are allowed to participate in and we need to be ready at that point. RS responded that one of the biggest dangers, in terms of participation, is the age profile of coaches and a lot of them have now decided to retire which will leave a venue and a set of empty mats. One potential solution is to look at matching opportunities such as this with coaches. AH replied that there may be an issue with that as it is a very different scenario for a coach to run a session to running a club. AH added that officials will also need to be considered. RS agreed and the uncertainty of how many will return is a big issue. PB added the age profile is also an issue on Area Committees as it is difficult to replace them when they leave.

NF then raised whether there was an update from the Department for Culture, Media & Sport (DCMS) in regard to the exemption requested by AS's Combat Sports Group. AS responded that this request, which was submitted approximately 7 weeks previously, was still with Public Health England (PHE). Adding this is something that they are all still pushing for along with the other sporting bodies under the "Save Sport" campaign. AS advised that there has been a separate petition circulating on social media in regard to combat sports but this was by an individual not the Combat Sports Group who were continuing via DCMS and PHE.

AS then raised the 2x2 Stakeholder Matrix that had been circulated with the Board papers and enquired if there were any comments or questions on this, which there were not. AS continued that this was one of the actions that had come out of the BDO review and will form part of the strategy documentation. Also, AS would welcome any input from the Board in regard to whether anyone had been omitted or if it was felt that a stakeholder had been placed in the wrong section. MG raised not understanding all the acronyms.

**Action: JL to circulate acronyms document to Board members.**

**JL**

AS then raised the recruitment of independent directors and 2 companies were being considered for this, Hartmann Mason and Perrett Laver, both of which have had our BAME and digital requirements highlighted to them. AS continued that last company that had been used, Hartmann Mason, had provided an excellent service. The other company being considered were Perrett Laver who are engaged by UKS and SE. The costs for the search for 2 new directors are £10k with Hartmann Mason and £14k to £16k with Perrett Laver. GC suggested the positions were also posted on LinkedIn also which is cost free. AS agreed this could be done also. ASI commented that having been recruited by Hartmann Mason, he had found them very good, proactive with detailed searching and targeting. ASI also agreed with utilising LinkedIn. RS queried the funding for this and AS responded that there is some funding that we can carry over from last year. RS added that Hartmann Mason had produced good candidates the previous time and as they are £4k to £6k cheaper, it was his opinion that we should engage them. MG agreed with RS and if there is cost saving activity across the Association, it is prudent to choose Hartmann Mason. However, MG suggested that feedback should be given to UKS about how much more expensive Perrett Laver are, especially as they are their preferred supplier. AS responded that some of this difference in cost could be because they are a large London based agency.

**Decision: With the remainder of the Board in agreement, it was confirmed that Hartmann Mason would be appointed for the recruitment of 2 independent directors.**

AS then raised appointing an Anti-Doping Board Lead as required for governance purposes. This does not come into force until January 2021 and will be a straightforward role requiring sign off of various items. Karen Roberts will be asked to attend the December Board Meeting to provide more detail. AS requested that any Board member who was interested, to contact him.

**Post Note: PB has agreed to take this role on.**

The latest Covid-19 BJA guidance and the tier infographic had been included in the Board pack. The new Government guidance has made very little difference and still classed as a socially distanced exercise class. Just Tier 3 is slightly different as local authorities are able to institute their own rules. AS added that we are trying to provide as much assistance as we can and CMCI and JH have tasked the Delivery Officers with contacting the clubs in Tier 3 to provide additional support and guidance.

The Club Grant Scheme is going well and AS advised that there had been 120 applications which equates to just under £60k to be provided to the clubs. The next review meeting was scheduled for the following evening and approved applications would then be uploaded to the SE portal. AS added that this has created a lot of work for CMCI and JH with the Delivery Officers contacting the clubs to assist them with the

wording on their applications. The first club payments will be sent this week. AS advised he was also expecting a second tranche of funding to be released around Tackling Inequalities. RS queried if this was a funding opportunity for us in terms of putting extra effort into lower social economic groups. AS responded that this would be to fund local clubs and assist existing clubs not developing new clubs. However, this may change when the new UKS strategy is released.

AH commented that all the information the Club Grant Scheme was very good and that the additional support from the Delivery Officers will make a big difference to a lot of clubs. Also, feedback he had heard to date had been positive although he felt it could be marketed more on Facebook along with the results that clubs had obtained from receiving the grant. AH then reverted back to RS's earlier query on looking at areas where there are not any clubs. AS confirmed that this would form part of the strategy and was also discussed at the last panel meeting. SE are keen to increase the amounts awarded to those in need and there is £200k in total so we have agreed that this will be opened up for a second round of applications. PB confirmed this had been agreed.

CMCI provided further information at this point. Most of the applications are being received from clubs that did not fall into the high IMDD areas and all clubs are being contacted in the high IMDD areas to assist them to submit applications so we should see more from these areas shortly. AS pointed out that it is important to remember is not necessarily just the club address that has to be in a high IMDD area, but also where the membership is living. PB added that this has been a very good learning curve as the Budokwai is in a low IMDD area but the majority of its' membership is from North London where there is an area of high deprivation. PB continued that another issue some of the most experienced London clubs are facing is venues not opening up which is sometimes down to an individual manager through lack of education around the guidelines. PB added that Nick Shepherd had provided some good assistance and sourced alternative venues. AS commented that he had attended a meeting with SE where training for the Department of Education was discussed and working with DCMS to attempt to get schools to open up their facilities and SE are providing some funding for all sports not just indoor sports.

AS then raised the European Championships that are taking place in Prague in November, although there are challenges at the moment as the Czech Republic Covid-19 numbers are very high. AS advised that he had spoken with Martin Poijer the previous day to inform him that it was very unlikely we were going to risk sending a team. Also, there had been a few other Western nations that had contacted the EJU asking for them to make an early decision on whether the competition would go ahead. There are 2 options – cancel or move to Croatia. However, Croatia created another complication as there are no direct flights so this would mean 2 to 3 changes through different airports. AS expected

the decision to be made in the next couple of days. With regard to qualification points, only one of the ranking competition points will be counted, either this European Championships or at the one taking place next year. AS continued that he had wanted to raise this because there are concerns that the Chief Medical Office, the Covid Officer and himself all share and have agreed that we believe it is too risky. Should one person we send test positive, the whole team needs to be withdrawn. It is a challenging decision and AS requested the Board share their thoughts on this.

AH commented that there is also a reputational risk should an athlete test positive. AS responded that this had happened in Budapest with 4 Italian athletes testing positive and the entire team are now having to isolate in Budapest. LC-D added that these athletes had gone from negative to positive in 24 hours, probably due to travelling. LC-D continued that in here option the welfare of the athletes should be our main priority.

RS commented that if the number of nations attending is already going down, it may mean that the Championships are not viable. AS replied that he believed the number of nations would remain the same but there would be reduced number of people from each. Also, the points for this event are only Grand Prix status and there is a Grand Slam ranking competition in Budapest in June 2021. RS further commented that we have released the team we are taking and if we change this to only taking a selection of the team, ie anyone in the mid point but with a good chance of qualification, the fallout from that could be very difficult to manage. There would be a lot of people disappointed if we were to make a partial withdraw. Also, as the younger players would only be attending for experience, there is no justification for them going. AS replied that his opinion was that we should not send anyone and if we do this is still be agreed by DCMS. NF then raised insurance for people who test positive when overseas and have to isolate in that country and queried if the insurance had been checked to see what exactly we are covered for. SH advised that he had spoken with the insurance company and we are covered for medical expenses and for cancelled events but we are not covered for the cost of quarantining. NF thanked SH for his response. AS thanked the Board for their input and assured them he would keep them up to date but his strong opinion was to not sent a team. RS agreed with the need to follow any guidance from UKS Medical Advisor and our own medical officer.

AS advised that the plans for the extension at the Centre of Excellence had now all been approved. Also, the University have requested that we pay a year's rent in advance which is about £100k. We do have this cash available so will be doing that and it is around the same amount as we have already agreed to pay for the Dojo and offices in the next cycle..

	<p>AS then moved on to the IBSA VI Grand Prix that was still planned to go ahead in 2021 and will be one of the 2 qualifying events for the Tokyo Paralympics. Currently the allowance has been increased from £40k to £70k and AS has been working alongside SH, Jessica Hastings and Lucy Crickmore from UKS to prepare a budget based on 75% participation level, approximately 180 participants, and with only a £2.5k underwriting. Also, it has been downgraded from an event to a competition to de-risk it as much as possible with a location change to the Walsall Campus. AS continued that he feels confident the competition could be brought in on budget and as this would be a classification event, AS would anticipate it to be very successful. The final budget will be submitted to Audit &amp; Risk Committee and then on to the Board at the December meeting for sign off.</p> <p>AS updated the Board that the Commercial &amp; Marketing Working Group (C&amp;MWG) had met recently and Nick Robinson (NR) from International Sports Consulting (ISC) had also attended the meeting. NR had given a presentation on the current leads but there was not anything significant at the current time. There were 2 potential sponsors that were mainly Value in Kind offers and one or 2 with some cash element also. AS advised that the contract with ISC was due to come to an end at the end of November and the C&amp;MWG had agreed the best course of action was to suspend payments until the climate changes. In the meantime, if anything more concrete came out of the ISC leads we would offer ISC an increased commission but not a payment. MG commented that this is a very hard area to gain any traction at the moment as sponsors are not willing to commit and she agreed it was the correct decision to pause this contract now and pick up when the time is right but just have to identify when the right time is.</p> <p>PB raised that he had looked at the Cimac section on the website and noticed that the majority of the items for sale are not Judo specific and he had believed that JudoStore was to be more reflective of Judo. AS assured PB that BP is currently in discussion with a new supplier that will be able to do more Judo/BJA merchandising and also do the fulfilment element so that we don't have to hold any stock. It is expected that this will be in place in time for Christmas purchases.</p> <p>RS confirmed with the Board there were no further questions for AS and suggested a short break.</p> <p>12:20 Break 12:30 Meeting reconvened (NF left to attend meeting)</p>	
<b>49.12</b>	<b>AUDIT &amp; RISK UPDATE</b>	
	<p>MG advised that there would just be a short update. Firstly MG informed the Board, with RW stepping down, she had replaced him as interim Chair of the A&amp;RC and NF had kindly agreed to take over the Chair when MG's second term ended.</p>	

	<p>MG moved on to the meeting that the A&amp;RC had the previous week with the main focus of the meeting to agree the reforecast that SH had produced. This would be covered in more detail in SH's update along with the 4 new finance policies that SH has produced. MG also passed on her thanks to SH for doing a great job on these.</p>	
<b>49.13</b>	<b>FINANCIAL UPDATE</b>	
	<p>SH commenced with an update on the current financial situation and advised that as at the end of Q2 there is a surplus of £193k against a budgeted surplus of £171k so £22k better than the projection and we are therefore in a good position for the last 6 months of this financial year. SH continued that membership income year to date is £60k above budget as had budgeted for £0 income. Also, as this situation is likely to continue for at least another 6 months, SH is looking at reallocating £90k of SE funding and SE are allowing this to be used across the Association. We have received £?? in from the Government Furlough Scheme. The Destination Judo (DJ) programme has now been closed with 5 coaches and the manager being made redundant with the predicted loss from DJ at the end of October to be between £85 and £100k which includes all the expenses incurred with closing it. CMcl added that he understood 4 out of the 6 people made redundant had secured new jobs. As expected, Competitions &amp; Events is quiet. Within the next couple of months this will be liquidated so there will no longer be separate accounts for this, they will be consolidated into the BJA accounts starting at the next Board Meeting. The Association is currently in a healthy cash position partly because we are receiving substantial parts of our funding from UKS and SE up front. In comparison to last year, SH updated that membership income is down by £200k and gradings by £100k at this point which is a lot for the size of the Association but SH is confident we are in a good position until the end of March 2021, when the deficit will be £48k which equates to approximately a quarter of the reserves we currently have.</p> <p>SH then advised that the biggest risk in the financial year 2021-22 is a deficit of between £400 and £600k but SH would cover this in more detail when taking the Board through the re-forecasted budget.</p> <p>SH confirmed with the Board that there were no questions on the position we are in at the end of September and moved on to the re-forecast.</p> <p>SH said that he had met with all of the department heads to ascertain what they require which AS has also reviewed. The budget is based on a deficit of £48k and includes carrying over a £100k loss. We have also received £86k from UKS, the membership income has been adjusted from £400k to £366k and grading income from £158k to £9k. Also overhead costs have been reduced and expecting an additional £75k from SE. Cash will not be a risk which will be at it's lowest point at the</p>	



	<p>end of March but we will receive £1m from UKS in April. SH concluded that this re-forecast has been shared with UKS and SE to highlight the deficit to them. SH is hopeful they will look into providing some support and they have said they will come back to SH by the end of December so should be able to provide an update at the December Board Meeting.</p> <p>With regard to the 2021-22 budget, RS queried if we would be able to do this before we have been informed by UKS whether they will increase our grant levels to compensate for the reduction in income. Also, this would need to be discussed by the A&amp;RC before the Board as if there was a need to reduce staff levels this would also require timelines to be adhered to and process in place to ensure this is not last minute and in an organised manner as possible. RS added that discussions were required around this with options available to be presented to the Board in December. AS commented that the biggest issue is membership income. RS responded that therefore assumptions need to be made around membership with options for the various assumptions. AS added that himself and SH have already commented working on this scenario planning and that we do know we will receive SE funding next year but unclear if there will be an increase and how flexible we will be able to be with it. Also, we will find out what the proportionate funding we will receive from UKS will be on 18 December.</p> <p>To accommodate the above, RS suggested change the December Board Meeting date to Tuesday 22 December. GC agreed that it would be better to discuss this when in receipt of all the information. Agreed to move the Board Meeting. SH then queried if it would also be sensible to change the date of the next A&amp;RC meeting also, as the figures would only be received earlier that day and the gap plan funding figures would also require amending. AS responded that planning could be done ahead of receiving the information and make small amendments to the spreadsheets once received. Also, most of the UKS funding will be ringfenced for Performance. AS added that the key thing with the UKS funding is the amount we receive for the back office support and if we receive what we have requested, we will be in a good position.</p> <p><b>Action: Next A&amp;RC Meeting to be scheduled for afternoon of Friday 18 December</b>  <b>Post Note; Meeting moved to Monday 21 December</b></p> <p>With no further comments and questions, RS handed over to CMcl for the Sport Department update.</p>	<b>SH/JL</b>
<b>49.14</b>	<b>SPORT DIRECTORATE UPDATE</b>	
	<p>CMcl advised that the majority of the points in his report had been covered under other updates, ie: the Club Grant Scheme and the closure of DJ.</p> <p>PB commented that the Club Grant Scheme had been a really important piece of work that had been completed in a timely manner</p>	

	and would add benefit to members who are really struggling. Also important that how the money is spent and that this is captured for our funding partners. RS added it was also important to share this with our members. AS confirmed that this was already planned into the process.	
<b>49.15</b>	<b>PERFORMANCE UPDATE</b>	
	<p>With ND on annual leave and unable to attend the meeting, the Performance Update was taken as read.</p> <p>AS mentioned that ND's final UKS submission had been included in the Board pack and this was also going to be published with a bound version available.</p>	
<b>49.16</b>	<b>ANY OTHER BUSINESS</b>	
	With there being no other business, RS said he looked forward to seeing everyone on 7 November at the AGM and at the next Board Meeting on 22 December which was shaping up to be a very important meeting.	