

**FINAL**  
**BRITISH JUDO ASSOCIATION (BJA)**  
**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON MONDAY 16 DECEMBER 2024 @ 10:00**  
**MEETING SPACE 12, RADCLIFFE CENTRE, UNIVERSITY OF WARWICK**  
**GIBBET HILL ROAD, COVENTRY, CV4 7SH**

|                       |   |       |
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| <b>PRESENT:</b>       | Gerry Gualtieri, Chair                        | (GG)  |
|                       | Alex Slade                                    | (ASI) |
|                       | Neil Fletcher                                 | (NF)  |
|                       | Paul Ajala                                    | (PA)  |
|                       | Garth Illingworth                             | (GI)  |
|                       | Delia Wright                                  | (DW)  |
|                       | Russell Brown                                 | (RB)  |
|                       | Rebecca McCreath (via Zoom)                   | (RM)  |
|                       | Lee Shinkin (via Zoom)                        | (LS)  |
|                       | Ben Quilter                                   | (BQ)  |
| <b>APOLOGIES:</b>     | Diana Hunter                                  | (DH)  |
|                       | Marc Preston                                  | (MP)  |
|                       | Nigel Donohue, Performance Director           | (ND)  |
| <b>IN ATTENDANCE:</b> | Andrew Scoular, Chief Executive               | (AS)  |
|                       | Karen Roberts, Development Director (in part) | (KR)  |
|                       | Sajid Hussain, Finance Director (in part)     | (SH)  |
|                       | Tim Ellis, Operations Director (in part)      | (TE)  |
|                       | Justine Lynch, Executive Officer (in part)    | (JL)  |

| No          | ITEM  | ACTION |
|-------------|---|--------|
| <b>74.1</b> | <b>WELCOME &amp; APOLOGIES</b>  |        |
|             | GG welcomed everyone to the meeting and advised apologies had been received from DH, MP and ND.   |        |
| <b>74.2</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. |        |
| <b>74.3</b> | <b>ANY MATTERS FOR ANY OTHER BUSINESS</b>   |        |
|             | AS advised that during his update there would be a Board member only discussion.  |        |
| <b>74.4</b> | <b>MINUTES FROM PREVIOUS MEETINGS HELD ON FRIDAY 1 NOVEMBER 2024</b>  |        |
|             | The draft minutes were agreed as an accurate record of the meeting on Friday 1 November 2024.<br><br><b>Proposer: GI</b><br><b>Seconder: ASI</b>  |        |
| <b>74.5</b> | <b>ACTIONS ARISING FROM PREVIOUS MEETINGS (NOT INCLUDED ON THE AGENDA)</b>  |        |
|             | AS provided a brief overview of actions that have progressed since the November meeting not included in Chief Executive or Chair reports:         |        |

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|             | <ul style="list-style-type: none"> <li>Governance and process documents for the British Judo Trust had been drafted and would be sent to ASI for review;</li> <li>The England Areas Review would be discussed by GI, AS, KR and GG before going to back to the England Areas;</li> <li>Meetings were being arranged with British Judo Council and Amateur Judo Association with AS and KR;</li> <li>Stoma bags in competition had been trialled following the guidance from Jo Banks, Medical Officer, with two types being allowed and one further type requiring further padding. Allowed stoma bags information is in the Tournament Handbook and only for domestic competitions. Also, stoma wearers have to apply to compete with a supporting letter from their GP.</li> <li>The Humble Warriors would be progressed in 2025 with a full campaign around it</li> </ul>   |  |
| <b>74.6</b> | <b>RISK REGISTER</b>   |  |
|             | <p>AS advised the scoring thresholds had been amended so that now any risk that scores 16+ would be red.</p> <p>Only one amendment to the Risk Register to Risk F1 which was now red.</p>  |  |
| <b>74.7</b> | <b>STRATEGY FEEDBACK &amp; NEXT STEPS</b>  |  |
|             | <p>The PowerPoint presentation with the outcomes of the Strategy Meeting on Saturday 30 November and Ian Robinson's (IR) proposal for supporting the production of the strategy had been circulated with the Board Meeting papers. AS advised that he had also subsequently met with IR to discuss his proposal.</p> <p>Additional discussion points raised on the strategy below:</p> <ul style="list-style-type: none"> <li>Strategy discussion did not address any of the specific problems and a strategy to address these;</li> <li>The purpose of the Strategy Meeting was to be a key overview of all parts of the Association and the next stage would be to drill down into tactics to address them;</li> <li>Now got the key areas and themes to focus on and next is what, when and how;</li> <li>Identified what we want to be, where we want to go and what strengths we have. Common theme was to review the structure but still a lot of work and consultation to be done, with more definition on how this will be progressed over the next few months;</li> <li>Look at what we can improve quickly and where we should focus our time;</li> <li>To be viewed as a long term project that will be longer than 4 years;</li> <li>IR has provided a timeline but what is missing is how we operate as an Association, structure and how we deliver;</li> <li>Agree with the iterative process but what are the iterations and need to identify the low hanging fruits that can be addressed quickly, then look at changing governance and structure;</li> <li>Will be good to show some wins to membership quickly;</li> <li>Need to look at how measure success, determine the priorities and timelines both short and long term and what does success look like against those;</li> </ul> |  |

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|              | <ul style="list-style-type: none"> <li>• Strategy Meeting had good facilitators and elicited what we need to do. Will be a two speed model to implement – strategy as well as the tactical work. Need to consider how keep the cadence on the work, hold ourselves to account and stay in a good position. Also, need to feedback to the community;</li> <li>• IR has limited bandwidth and should leave him to focus on the strategic and organisational transformation;</li> <li>• Need to show progress and that we have been listening. May not align with everybody's expectations. Follow up meeting with Pathway coaches on Wednesday 15 January;</li> <li>• Queried if April was realistic for delivery of the new strategy and will be going back to the coaches with little progress on 15 January;</li> <li>• Will be looking at the key headlines and distilling those down as to what we need to do, how we do it and the tactics with some smaller working groups engaged;</li> <li>• Need to get headlines and then prioritise the return on investment with 365 lens which includes the BJA community. Might find that we are not able to do everything so will need to prioritise and stretch out the timeline;</li> </ul> <p><b>Action: Business/strategy focussed version of the Risk Register to be produced with RAG reporting on the key initiatives.</b></p> <p><b>Action: AS to meet with IR to distil down his proposal and break down into smaller groups with follow up suggestions to be circulated to Board early January 2025.</b></p> | <p><b>AS/JL</b></p> <p><b>AS</b></p> |
| <b>74.8</b>  | <b>CHAIR'S UPDATE</b>  |                                      |
|              | <p>GG advised that positively it had been a good weekend at the British Championships in regard to culture, environment and coach behaviour, plus over 130 clubs represented. The venue worked well and encouragingly there was also some strong judo, especially among the juniors. There was also excitement around the National Training Centre athletes competing with an excellent final block. GG and NF commented that there had also been useful and positive conversations during the weekend with coaches. Although there was an issue at the pre-cadet and cadet Championships the weekend before which was dealt with swiftly and a sanction imposed on the coach in question.</p> <p>GG added that the focus post the Games would be domestic, however there was still a need to be seen internationally and that he would be arranging to meet with Marius Vizer, IJF President.</p>   |                                      |
| <b>74.9</b>  | <b>CHIEF EXECUTIVE'S UPDATE</b>  |                                      |
|              | As provided a general update in line with his report.  |                                      |
| <b>74.10</b> | <b>FINANCE UPDATE</b>  |                                      |
|              | <p>SH provided an overview of the draft budget for 2025/26:</p> <ul style="list-style-type: none"> <li>• Would still need to factor in what income comes in from the NGB over the next 3 months;</li> <li>• Membership income has been static, good at bringing in new members but retention is currently at 51/52%. Further points raised around this were;</li> </ul>  |                                      |

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|              | <ul style="list-style-type: none"> <li>○ Going to have less funding for development which is for retaining and growing membership and if it is something that's really important, need to find a way to do it;</li> <li>○ Query on if it was known if a high proportion of this was school businesses who are likely to have a churn of members every year;</li> <li>○ We are recruiting 8 to 12 year olds but they try a lot of new things. If we keep that as our target market, the churn will continue so need to look at diversification, eg: Masters, Adaptive. Also, continue to work with clubs to professionalise them and clear strategies around using grading for direct debits for retention;</li> <li>○ Birth rate dropping but people are living longer so Masters is a good place to focus on;</li> <li>○ Finding Your Feet and Active Aging campaigns keep them active and help the NHS but then lose at the other end when they pass away;</li> <li>○ Accept that we are going to lose members but need to look at how we increase those joining;</li> <li>○ Not all members of clubs are members of the BJA so need to find a way to help the clubs to make the process easier;</li> <li>○ Maybe incentivise the coaches to check their lapsed members and a stronger system to remind them/parents;</li> <li>○ Queried if there was any data on why members lapsed;</li> <li>○ No incentive to advise of why once membership has lapsed;</li> </ul> <ul style="list-style-type: none"> <li>● Membership income set at a conservative amount and includes membership fee increase;</li> <li>● 5% increase on gradings and education income based on eligible members grading twice;</li> <li>● UKS uplift of 3% on indicative figure received;</li> <li>● NGB costs are currently not sustainable without support from UKS and SE so need to look at what can be done to reduce overheads;</li> </ul> <p>ASI commented that the England Areas have funds but no impact on membership and not clear what the genuine benefit of the Areas is.</p> <p>SH concluded that there was a possibility of having to bring in a deficit budget dependent on strategic priorities and decisions. DW commented that it makes the conversation around generating income more urgent and need to provide income to the priorities. GG added that the decision might be to go into a deficit budget for 12 months at a level of x but look to decrease it through commercial income and potentially have to use a small amount of reserves.</p> <p>Discussion continued around potentially finding patrons, more sponsorship with value in kind benefits with Board members in agreement that this is difficult to obtain commercial sponsorship. RM added that there has been a change in the landscape and insight statistics are really important. Also, look at promotion around the non-elite athlete side.</p> |  |
| <b>74.11</b> | <b>DEVELOPMENT UPDATE</b>  |  |

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|              | <p>KR updated on Club Welfare Officers in JudoScotland that was not included in her report, in that no clubs were undergoing a suspension, with all clubs engaging with the process and there would be a further update in January. However, overall very positive.</p> <p>KR also advised that she has spoken to the contributors to her report and asked that they be more concise in their updates, also that she had taken on board the feedback to make it clear in her Executive Summary where the focus needs to be in her report.</p> <p>There was then a general discussion that raised the actions below:</p> <p><b>Action: JL to update the acronym list and circulate</b></p>  | <b>JL</b> |
| <b>74.12</b> | <b>OPERATIONS UPDATE</b>   |           |
|              | <p>TE provided further information on the key points in his report:</p> <ul style="list-style-type: none"> <li>• Mercedes van lease run out and rejected releasing it as mileage is too high. However received offer to purchase at £12k which has been accepted. Agreement from Board that this was the correct decision;</li> <li>• Going through a review process in regard to the Performance Team logging TOIL and annual leave on BreatheHR as they currently monitor this via a spreadsheet so we can't get full staff statistics from the system;</li> <li>• Now phase 1 of new website had been launched, Ben Pollard will be looking at the Humble Warriors campaign;</li> <li>• No red issues from the recent staff survey, but a few ambers that will be followed up and looking to set up an informal coffee and chat session with staff;</li> <li>• Looking at areas where we can have an influence on our carbon emissions and for a project to engage with that fits with our judo values as well as working collaboratively with the University;</li> </ul> |           |
| <b>74.13</b> | <b>PERFORMANCE UPDATE</b>  |           |
|              | In ND's absence, his report was taken as read.   |           |
| <b>74.14</b> | <b>ANY OTHER BUSINESS</b>  |           |
|              | With there being no items for discussion, GG thanked everyone for their time and the meeting closed at 13:15.  |           |