


Final Minutes: Board of Directors		
Date:	2 December 2020	
Time:	4 - 6 pm	
Venue:	Teams Conference Call	
In attendance:	Mike Robinson	Chairman
	Adrian Christy	Chief Executive
	Joyce Church	Elected Director
	Nick Cox	Elected Director
	Peter Emptage	Elected Director
	Pete Fitzboydon	Elected Director
	Jim Mann	Senior Director
	Jackie Newcombe	Elected Director
	Mike McSweeney	Elected Director
	Alison Odell	Elected Director
By invitation:	Mark Boote	Finance Director
	Giles Dunning	Chief Operating Officer
	Jon Austin	Performance Director
	Emma Gibson	Ethics and Compliance Manager (Items 3.4 & 4.1 only)
Apologies:	Sue Wressell	Executive Assistant to Chief Executive

For a summary of the decisions please skip to the end of the document or click [here](#).

1	INTRODUCTION
1.1	Introduction and Report from the Chairman The Chairman welcomed everyone to the meeting and ran through the content of the agenda.
1.2	To report any new declarations of interest There were no new declarations of interest
2	STRATEGY
2.1	To receive 'Defining Priorities and Strategy Reset' paper. The Chief Executive provided a presentation, and the following points were made:

	<ul style="list-style-type: none">▪ CMT had been working on the priorities for the organisation over the past couple of months and assumptions had been made on the funding bids put forward within the priorities.▪ The revisions of the Code of Sports Governance were expected by the end of March 2021.▪ [REDACTED]▪ Priorities would be identified for the Advisory Boards to discuss and give their feedback to the Board. (ACTION: CMT) <p><u>Decision:</u></p> <p>a) The Board approved the priorities within the presentation and the direction of travel within the document.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.2	<p>To receive an update on Membership.</p> <p>The Board received the paper which provided the income and volume for 2020/21, proposed membership fees for 2021/22 and work so far on a new Membership Scheme.</p> <p>The following update was provided, and additional comments made:</p> <ul style="list-style-type: none">▪ As the work towards the new scheme was being undertaken, it was recognised that communication with members would be key to ensure they knew that they would be notified of membership fees in April 2021; an update on the direction of travel to a new scheme would be provided to Members at the January General Meeting.▪ The new tier system had affected the return to play for many clubs severely. There was concern that this would affect Badminton England’s ability to engage with members and the level of affiliation of members in 2021.▪ Several requests for refunds had been received, although not a significant number. Discussion had been held at CMT about giving refunds this year to keep members on side. This would enable the organisation to keep up the engagement with members on the new scheme.▪ Discussion was held on the engagement of members and recognising that many members will feel that they have not received value for money this year, but other members have affiliated and do recognise the work that Badminton England has done on their behalf. The positive communications from Badminton England have kept the engagement high with members and this should not be underestimated.▪ Further discussion was held on whether fees should be refunded in full this year or whether Badminton England should continue to chase unpaid fees. It was felt that giving a refund to members because they have not been able to play would only reinforce their perception that their membership pays for their ability to play only, when Badminton England has fought hard to show that membership is about much more than that.

	<ul style="list-style-type: none">▪ The Board confirmed that it was not in favour of refunding membership fees, preferring to discuss support provided through usual communication channels. <p><u>Decision:</u></p> <p>a) The Board approved the proposals within the paper.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3	REPORTING
3.1	<p>To receive the Chief Executive’s Report</p> <p>The Board received and noted the CEO’s Report. In addition, the following points were made:</p> <ul style="list-style-type: none">▪ Three members of staff who had been made redundant had now found new roles, one of them within another governing body.▪ The Board were updated on the second stage of the consultation process which would begin in late January 2021 and would focus on membership, marketing, and communications.▪ The process for administering the award by Government of up to £2m ring-fenced for badminton was not yet in place and the criteria was still unknown. An application would need to be completed and sent to Sport England, who will be administering the award of monies. An independent committee of people with a blend of sport and finance will consider the applications. The committee will include a seat at the table for UK Sport, Sport England and DCMS (Department for Culture Media and Sport) and an independent Chair and it is expected to meet for the first time in w/c Monday 14 December.▪ There is some anticipation that first awards will be made before Christmas.▪ An online portal for applications was currently being built.▪ Badminton England will have to show the urgency of the need in the application.▪ The perception of members was discussed, with regards to funding award announcements. CMT (Corporate Management Team) were asked to keep this under consideration as funding awards are received.▪ Giles Dunning would ensure that Peter Emptage was receiving all the member communications from Badminton England. (ACTION: GD)▪ A separate funding bid to Sport England for commercial activity is in progress and is hoped for a swift turnaround.▪ Responsibility for and resourcing of commercial activities were discussed. It was confirmed that the Chief Executive would be leading this work, followed up by the Chief Operating Officer once the work moved towards the membership and OTT platform. An amount of money had been set aside within the application to support implementation.▪ Generating income should be recognised more to become part of Badminton England’s core business and would require some investment each year. Building our

	<p>financial resilience, and ability to invest in the growth and success of badminton remains important.</p> <ul style="list-style-type: none">▪ [REDACTED]▪ Planning for the YONEX All England being held behind doors was continuing. This will be kept under review with a fans/no fans decision by early February at the latest.▪ [REDACTED]▪ With regards to the Comprehensive Spending Review, Jon Austin will be attending a meeting on 3 December with UK Sport who will give an update on the one-year settlement for 2021. It was understood that the funding for the Paris Cycle was likely to be affected by the CSR (Comprehensive Spending Review). A call from UK Sport with details of the next four-year award, was due on 18 December.▪ The CEO confirmed that the Badminton England offices would close early on 16 December and reopen on Tuesday 5 January 2021. <p><u>Decision:</u></p> <p>a) [REDACTED]</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.2	<p>To receive the Q2 Management Accounts</p> <p>The Board received the Q2 Management Accounts and an update by the Finance Director and the following points were made:</p> <ul style="list-style-type: none">▪ Revenue for the quarter was down and at a level that was expected due to the drop of membership, competition, and coaching, although there had been a slight upside due to the NBC (National Badminton Centre) having been opened earlier than expected, the ability to use the extended Furlough Scheme and the savings on costs against events that did not take place.▪ An October Flash of figures was presented to the Finance and Risk Board which showed the budget was in line with the reforecast.▪ The Finance & Risk Board had reviewed the accounts and had no significant comments on performance.▪ [REDACTED]▪ [REDACTED]▪ [REDACTED] <p><u>Decision:</u></p> <p>a) The Board approved the Q2 Management Accounts.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.3	<p>To receive the Q2 Management Scorecard and Commentary</p>

	<p>The Board received the Q2 Management Scorecard and commentary.</p> <p><u>Decision:</u></p> <p>a) The Board approved the Q2 Management Scorecard.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.4	<p>To receive a summary report of the current safeguarding cases</p> <p>[REDACTED]</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
4	GOVERNANCE
4.1	<p>To approve the Safeguarding Adults Policy</p> <p>The Board received the revised Policy and noted the changes to the document. The following additional points were noted:</p> <ul style="list-style-type: none">▪ The update of the Policy was mostly around terminology.▪ It was recognised that there was greater awareness of safeguarding adults which was positive.▪ The safeguarding team were keen look at producing a safeguarding adult's framework in partnership with the Ann's Craft Trust.▪ Online training and potential issues of safeguarding were discussed. <p><u>Decision:</u></p> <p>a) The Board approved the Safeguarding Adults Policy</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
4.2	<p>To receive the Risk Register</p> <p>The Board received and reviewed the Risk Register, and the following additional points were made:</p> <ul style="list-style-type: none">▪ Three exceptional risks related to Covid-19 had been added to the Risk Register and would remain throughout the current Pandemic situation.▪ The risk around Sport England targets needed to be reviewed, due to the repurposing of Sport England money, clubs not being able to return and the effect of these on the core market was a risk. However, Sport England had confirmed that they were comfortable with this work for the next 12 months.

	<ul style="list-style-type: none">▪ Should any risks escalate into a high-risk category, they would be flagged to the Board and the Finance and Risk Board. (ACTION: CMT) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
5	MINUTES and ACTION POINTS
5.1	To approve the minutes of the Board of Directors' meeting held on 28 October 2020. The Board reviewed the minutes and agreed them nem com. <u>Decision:</u> a) The minutes of the Board of Directors' meeting of 28 October were approved.
5.2	To review progress of the actions requiring attention only contained within the Action Items Register The Board had received the Action Items Register and noted those that needed attention. <u>Please refer to the Action Items Register for updated actions (appended).</u>
5.3	Matters arising from the Board Meetings of 28 October 2020 There were no further matters arising.
6	AOB
6.1	Jon Austin updated the Board that the athletes in line for Olympic qualification would be travelling to Thailand for the whole of January. This was in line with travel protocols to ensure they could compete in different tournaments in one location, ahead of the commencement of qualification in March 2021. This meant that testing would take place, together with training and administration support during the Christmas/New Year holidays and would affect most of the Performance Team and coaches.
6.2	The Chair thanked the Board, in particular Mike McSweeney and Nick Cox, for their offers of support to those staff who went through the consultation process and were now leaving Badminton England.
6.3	The England Challenge Cup would be shown on BBC Online for those who wished to watch it.

2021 Board Meeting dates (4 - 6 pm):

- Wednesday 27 January
- Wednesday 24 February
- Wednesday 31 March
- Wednesday 28 April
- Wednesday 26 May
- Wednesday 23 June

General Meeting dates (1 pm):

- Thursday 3 December 2020
- Thursday 28 January 2021
- Thursday 29 April 2021
- AGM, Saturday, 26 June (starting at 2pm)

Decision Summary:

Reference	Board of Directors Decision	Decision Maker	Agreed Date
Item 2.1, Defining Priorities and Strategy Reset	The Board approved the direction of travel within the paper	BoD	2 December 2020
Item 2.2, Membership Update	The Board approved the proposals within the paper	BoD	2 December 2020
Item 3.1, CEO's Report	[REDACTED]	BoD	2 December 2020
Item 3.2, Q2 Management Accounts	The Board approved the Q2 Management Accounts	BoD	2 December 2020
Item 3.2, Q2 Management Scorecard	The Board approved the Q2 Scorecard	BoD	2 December 2020
Item 4.1, Safeguarding Adults Policy	The Board approved the revised Safeguarding Adults Policy	BoD	2 December 2020
Item 5.1, Minutes of the Board Meeting	The Board approved the minutes of the meeting held on 28 October 2020	BoD	2 December 2020