

Final Minutes: Board of Directors		 BADMINTON ENGLAND
Date:	31 March 2021	
Time:	4pm	
Venue:	Via Zoom Conference Call	
In attendance:	Mike Robinson	Chairman
	Jim Mann	Senior Independent Director
	Adrian Christy	Chief Executive
	Joyce Church	Elected Director
	Nick Cox	Elected Director
	Peter Emptage	Elected Director
	Pete Fitzboydon	Elected Director
	Mike McSweeney	Elected Director
	Jackie Newcombe	Elected Director
	Alison Odell CBE	Elected Director
	Tosin Akinluyi	Co-opted Director
By invitation:	Mark Boote	Finance Director
	Giles Dunning	Chief Operating Officer
	Jon Austin	Performance Director
	Nick Rimmer	Head of Development
	Lee Bent	Coach Education Manager (Item 2.1)
Apologies:	Sue Wressell	Executive Assistant to Chief Executive (Minutes)

	INTRODUCTION
	The Chairman welcomed everyone to the meeting and confirmed that the meeting was being recorded for minute purposes. He thanked the whole team for the work that went into the Yonex All England, especially with the additional pressures and work involved because of the Covid-19 situation.
1	DECLARATION OF INTEREST
1.1	To report any new declarations of interest There were no new declarations of interest.

2	STRATEGY
2.1	<p>To receive the Coaching Strategy 2021 – 2025</p> <p>Lee Bent (LB) presented the Coaching Strategy. The following comments and points were noted:</p> <ul style="list-style-type: none">• Several points were raised on the Strategy around retaining young coaches, identifying and encouraging inspirational coaches, measuring success and talent ID as part of coach development.• Discussion was held on how the Strategy would help current coaches to raise their standards.• The Coach Characteristic Model was discussed, including the coach being a role model and the mentoring support they could provide to other coaches. The characteristics within the model would be refined during the first year of the Strategy.• The EPB and PDB will discuss the success measurements for the Coaching Strategy and the best way to monitor progress at the joint Advisory Board meeting in April. (ACTION: AO/JM)• Jon Austin (JA) updated the Board on the resources required and confirmed that the £60K would kick-start the first year of the strategy. JA also spoke about the current procedures in place for CPD of the national coaches.• Sport England had been tasked by Government to oversee a Workforce Governance programme which would cover three main areas of governance, professional standards and education and training. UK Coaching were responsible for the education and training aspect of this programme and were keen to engage with NGBs to understand how the technical and tactical elements of coach education that NGBS are responsible for can exist better and more efficiently within ongoing CPD learning. Adrian Christy had been asked to join the advisory group set up by UK Coaching to assist with this.• LB was thanked for his work on the Strategy which the Board agreed was a very good document.• The Board approved the Coaching Strategy.• It was noted that if coach development, particularly in the context of developing young players, must be seen as an investment by Badminton England, not a cost – a very different mindset. <p><u>Decision:</u></p> <p>a) The Board approved the Coaching Strategy 2021 – 2025.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.2	<p>To receive the forecast for Year End 2020/21 and the Budget 2021/22</p> <p>The Board received the forecast and the budget and Mark Boote updated on changes to the Budget since the previous meeting together with the budget risks identified. The following points were noted:</p> <ul style="list-style-type: none">• The £25K for people development and the cost of living pay awards had been deferred to the HR Committee to discuss and agree.

- The year end was expected to come out as expected and this would be confirmed once the outturn for the YONEX All England and final reconciliations had been completed.
- A contingency for membership of £42K and an unspecified contingency of £50K, to cover other areas, had been included in the budget.
- The budget was due to come in at a break-even position for the next year. Additional scenario modelling around the sensitivities, as requested by the Finance & Risk Board, had been added to the budget. With the worst-case scenario, the reserves policy would be breached in the final month of the year.
- The Finance & Risk Board were comfortable with the proposed Budget for 2021/22.
- Sport England had been chased about the application to the Sector Revival Fund of £250K. Giles Dunning (GD) would confirm how much additional investment would be needed to complete the work needed for the new website, including the single sign-on. (ACTION: GD)
- The Board of Directors had been asked by the Finance & Risk Board to approve a new accounting policy for membership income so that this was spread over a 12-month period rather than received cash as had been the case in previous years. This request was supported by the Auditors. The Board were approved this change.
- Approval for the Annual Report Statement regarding the effectiveness of internal control was requested and the paper on this, that was approved at the Finance and Risk Board, was added during the meeting to the Board Sharepoint Folder by Mark Boote for the Board to review.

Decision:

- a) The Board approved the forecast for the Year End 2020/21 and the Budget 2021/22
- b) The Board approved the delegation of authority to the HR Committee to approve the cost of living pay review and People Development investment.
- c) The Board approved the change in accounting policy for membership income.

Please refer to the Action Items Register for updated actions (appended).

2.3 To receive the Key Accelerators to support the Business Plan 2021/22

The Board were reminded of the background to the Key Accelerators which would be considered should the financial outturn allow for them, dependent on the YONEX All England taking place and there being surplus monies from the event that could be invested into the sport across several areas. The Key Accelerators in the paper were noted by the Board.

The Board were agreed the investment proposed for the Return to Play, Online Services and Talent Pathway for Para-Badminton and these were approved as part of the budget.

Decision:

- a) The Board approved the Key Accelerators to support the Business Plan 2021/22

3	GOVERNANCE
3.1	<p>To receive updates from Advisory Boards/Committees:</p> <ol style="list-style-type: none">i. Finance & Risk Board – update received as part of item 2.2 above.ii. Disciplinary Committee – [REDACTED]iii. Nomination Committee – met recently and the process for recruiting a new Elected Director. An advertisement had been widely circulated and interviews were planned for early May.
4	REPORTING
4.1	<p>To receive the Chief Executive’s Report</p> <p>The Board received the Report and the following additional points and comments were noted:</p> <ul style="list-style-type: none">• [REDACTED]• GD updated on the new Membership Scheme, which was due to be launched in 2021 but would now be delayed until 2022. This allowed for the return to play and ensured that members were behind the scheme as they had played a big part in drawing it up. Work would continue over the next year to refine the new scheme. GD would bring back the proposed new Scheme once we get a clear idea from the restart of badminton. (ACTION: GD)• With the launch of UK Sport’s 10-year plan in Spring 2021, Sport England’s new Strategy, the work being undertaken on Coaching Education, Equality and Diversity and the focus on return to competition and tournament, it was decided by the Chairman and Chief Executive that a review of the current strategy should be held, to align the context of these new strategies within it and provide a clear focus and direction for the organisation.• The Review would identify the context of where Badminton England operates, the type of organisation it wants to be and the culture required for it to be that organisation.• Alongside this, consideration needed to be given about the game and what success Badminton England wanted to achieve in the game.• Two parts of the review would sit side by side but would not be mutually exclusive to each other. An external facilitator, [REDACTED], would assist the Board to review the Organisation Development side and a Strategy Working Group (SWG) would be set up, chaired by Giles Dunning, to discuss Strategy Development. The SWG would feed back to each Board meeting until the end of its project which was due at the end of August 2021, to align with the new Sport England investment decisions in the Autumn. The Organisation Development work had no end date and would be ongoing until completed. If the proposed approach was approved by the Board, the Chair and Chief Executive would agree a structure for the Board Strategy Discussion due to be held on 28 April. Board members were reminded to inform Sue Wressell of their availability for that day if they had not yet done so.• The SWG Terms of Reference were included in the paper which provided the composition of the Group, to include members of the Board, CMT, wider Badminton England staff and representatives from the badminton community. The mix of Badminton England staff and the badminton community was discussed. It was confirmed that the composition was still flexible and it was important to get the right people on to the Group to represent the wider badminton community.

	<ul style="list-style-type: none"> The starting point for the work of the Group would be a review of the current strategy document, <i>Discover Badminton</i>, together with the context that it sits in now compared to when it was written several years ago. The work being undertaken by the Equality, Diversity and Inclusion Group, together with input from the England Performance Board and Player Development Board would be fed into the Strategy Working Group. The Chair requested that he and the Chief Executive be ex-officio members of the SWG and would approve the final composition of the Group, once GD was clear on who was required. (ACTION: GD) <p><u>Decision:</u></p> <ul style="list-style-type: none"> a) The Board approved the approach to develop the organisation and review the strategy b) The Board approved the Terms of Reference for the Strategy Working Group, as updated (see above) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
4.2	<p>To receive the Safeguarding Report</p> <p>The Board received and noted the Safeguarding report and the following point was noted:</p> <ul style="list-style-type: none"> A further £1M was to be invested into Safeguarding from Sport England; this follows the successful case management pilot that had been running and had been formally reviewed by Sport England.
5	MINUTES and ACTION POINTS
5.1	<p>To approve the minutes of the Board of Directors' meetings held on 9 February and 24 February 2021</p> <p>The Board reviewed the minutes and unanimously agreed both sets.</p>
5.2	<p>To review actions <i>Requiring Attention</i> only contained within the Action Items Register</p> <p>The Board received and noted the Action Items Register. There were no questions forthcoming.</p>
5.3	<p>Matters Arising from the Board Meetings of 9 February and 24 February 2021 not notified in advance of the meeting and not included in the agenda.</p> <p>There were no matters arising from the Board meetings of 9 February and 24 February 2021.</p>
6	AoB
6.1	[REDACTED]
6.2	<p>The Equality, Diversity and Inclusion Group now includes three more staff members - Emma Gibson, Leanne Brown and Jade Cinar. A questionnaire would be sent out at Easter and everyone was encouraged to complete it and forward it to their colleagues to complete.</p>

6.3	£23K had just been granted by Milton Keynes Council for business support due the closure of the NBC.
6.4	As of 1 April, the GB World Class Programme would be re-established. Eight players would be nominated to UK Sport for inclusion on that Programme. The note for the GB Board about this would also be circulated to the Board of Directors by Jon Austin (JA) (ACTION: JA) JA updated on the Olympic/Paralympic Qualifications.
6.5	A replacement for Jim Mann as Senior Independent Director would be necessary at an upcoming meeting. The Chairman would present a role description and the Board would need to vote at a future meeting. (ACTION: MR)
6.6	Nora Perry's International Report was received by the Board. If any Directors had questions, they were asked to send these to the Chairman. AC was in the process of setting up a meeting with UK Sport to discuss the International Influence which would pick up some of the items in Nora's Report.

The meeting closed at 6.50 pm

Future Meetings 2021

Board (4pm, unless stated)	Board/CMT Strategy Planning Sessions	General Meeting (1pm, unless stated)
Wednesday 26 May (Year End)	Wednesday 28 April	Thursday 29 April
Wednesday 25 August (Q1)	Wednesday 23 June	Saturday 26 June (AGM, starting at 2pm)
Wednesday 24 November (Q2)	Wednesday 29 September	Thursday 28 October

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
2.1, Coaching Strategy 2021 – 2025	The Board approved the Coaching Plan.	31 March 2021
2.2, forecast for the Year End 2020/21 and the Budget 2021/22	<ul style="list-style-type: none">• The Board approved the forecast for the year end and the Budget for 2021/22.• The Board approved the delegation of authority to the HR Committee to approve the cost of living pay review and People Development investment.• The Board approved the change in accounting policy for membership income.	31 March 2021
2.3, Key Accelerators to support the Business Plan 2021/22	The Board approved the Key Accelerators to support the Business Plan 2021/22	31 March 2021
4.1, Chief Executive's Report	<ul style="list-style-type: none">• The Board approved the approach to develop the organisation and review the strategy.• The Board approved the Terms of Reference for the Strategy Working Group	31 March 2021
5.1, Minutes of the 9 February and 24 February 2021	The Board reviewed and agreed the minutes for 9 February and 24 February 2021	31 March 2021