

Final Minutes: Board of Directors		
Date:	26 May 2021	
Time:	2.30 pm	
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
	Alison Odell CBE	Elected Director
	Tosin Akinluyi	Co-opted Director (from 4 pm)
By invitation:	John Harris	Consultant (Item 2.1 only)
	Mark Boote	Finance Director (from Item 2.4)
	Giles Dunning	Chief Operating Officer (from Item 2.4)
	Jon Austin	Performance Director (from Item 2.4)
	Nick Rimmer	Head of Development (from Item 2.4)
	Sue Wressell	Executive Assistant to Chief Executive (Minutes)
Apologies:	Jackie Newcombe	Elected Director

	INTRODUCTION
	The Chairman welcomed everyone to the meeting, especially John Harris, and confirmed that the meeting was being recorded for minute purposes.
1	DECLARATION OF INTEREST
1.1	To report any new declarations of interest There were no new declarations of interest.
2	GOVERNANCE
2.1	To discuss the organisation culture and values

	<p>Critical to align strategy, values and culture.</p> <p>High performance culture (see notes of previous discussion on 28 April 2021)</p> <ul style="list-style-type: none">• Not a plan but an overview• Need to discuss whether all six points are relevant to us (and to all aspects of what we do) and/or whether there any other relevant characteristics• Strong leadership (point 1) seen to be important - leaders will drive empowerment and encourage all staff (point 6) so that all of our people see it as their role to lead [the sport]• Consider high performing (rather than high performance) culture• Suggested additions:<ul style="list-style-type: none">• Openness• Transparency• Honesty• Consistent delivery <p>Next steps</p> <ul style="list-style-type: none">• Suggested framework (appendix 1)• Culture survey to assess where we are now - need to resolve potential barriers and agree timing.
2.2	<p>To receive the recommendations for the position of Elected Director</p> <p>The Board received the paper and the Chairman updated them further on the appointment process. The following points were noted:</p> <ul style="list-style-type: none">• Eleven good candidates were interviewed initially with two invited for second interviews.• Mark King was considered the preferred candidate who understands the sport very well.• The Board approved the nomination, and the Chairman would contact Mark King to inform him (ACTION: MR) <p><u>Decision:</u></p> <p>a) The Board approved the nomination of Mark King to go forward to the AGM for election.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.3	<p>To receive the role description for the Senior Independent Director</p> <p>The Board received the paper and Directors would put their name forward to the Chairman if they would like to be considered for the role. A vote would be held at the July meeting should there be more than one person put forward.</p> <p><u>Decision:</u></p> <p>a) The Board approved the role description for the Senior Independent Director</p>

	<p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.3i	<p>To confirm the Board's approval to put Tosin Akinluyi forward to the AGM to remain as a Co-opted Director for one year from the end the AGM until the AGM in 2022 and to confirm the Board's approval for Jim Mann to be put forward to the AGM for appointment as an Honorary Vice President.</p> <p><i>[Note: Jim Mann and Tosin Akinluyi were absent from this discussion]</i></p> <p><u>Decision:</u></p> <ul style="list-style-type: none">a) The Board approved the proposal for Jim Mann to be put forward to the AGM for appointment as an Honorary Vice President.b) The Board approved the proposal for Tosin Akinluyi to be put forward to the AGM to remain as a Co-opted Director for a further year until the end of the AGM 2022.
2.3ii	<p>Board Evaluation</p> <p>The Board and Committee evaluation would take place over the Summer but would be a light touch review this year considering the full evaluation that took place in 2020. This was agreed. Individual 121s with Board members would be set up by the Chairman over the next month or two. (ACTION: MR)</p> <p>The Finance and Risk Board had been asked to provide feedback to the Joyce Church, Chair of that Board and she would report back to a future Board meeting on this.</p> <p>The Chairs of the Advisory Boards would discuss whether it was useful to undertake a similar view of feedback from their Boards.</p> <p>The Board were reminded that Jim Mann was also the Chair of the Disciplinary Committee and the lead on disability, and this needed to be considered once he had left the Board.</p>
2.4	<p>To receive the revised Safeguarding and Protecting Young People in Badminton Policy</p> <p>The Board received the revised Policy and the following points were noted:</p> <ul style="list-style-type: none">• Reference to safeguarding and online use would be considered for a future revision.• Thanks were given for the clear and concise way the changes within the policy were laid out. <p><u>Decision:</u></p> <ul style="list-style-type: none">a) The Board approved the revised Safeguarding and Protecting Young People in Badminton Policy
2.5	<p>To receive the revised Child Protection Records Storage and Retention Policy</p> <p>The Board received and approved the revised Policy.</p>

	<p><u>Decision:</u></p> <p>a) The Board approved the revised Child Protection Records Storage and Retention Policy</p>
2.6	<p>To receive the updates from Advisory Boards/Committees:</p> <p><u>Finance and Risk Board</u></p> <p>The Board received the paper provided by the Chair of the Finance and Risk Board. The year end and audit process had been completed and the auditors, Haysmacintyre, had given an unqualified audit.</p> <p><u>Joint EP/PD Boards</u></p> <p>The Board received the paper on the joint meeting held in April. The Chairs of the Boards and the Performance Director had met to discuss a small working group to discuss 18-21 year old players. Warm thanks were given to Jim Mann for his work on the Player Development Board. Peter Emptage would be joining that Board to replace Nick Cox who was taking over the Chairmanship.</p> <p>The action from the last Board meeting for the joint Boards to discuss appropriate KPIs around coaching was still being discussed and worked on by Lee Bent.</p> <p><u>Disciplinary Committee</u></p> <p>[REDACTED]</p> <p><u>EDI Working Group</u></p> <p>The EDI Working Group had met several times. The initial focus was on insight through various methods, survey and focus groups. From the feedback received four key themes had been developed to move the strategy forward, firstly by the work that Badminton England could do than then how the organization could influence the rest of the badminton landscape:</p> <ol style="list-style-type: none">I. Badminton England should be the lead for inclusionII. Increase visibility of the sport in other communitiesIII. Supporting the badminton community to ensure it is a welcoming sport for allIV. Tackling inequalities. <p>Demonstrating the impact across all the themes would also be key.</p> <p>The next steps were the completion of the themes paper and the key things to be addressed under each and then a process of consultation would begin across CMT, staff, the badminton community and the partner agencies.</p> <p>Everyone needed to buy into the strategy working forward. Embedding the EDI Strategy into the working process throughout the organisation and being the beacon for this work across the</p>

	<p>badminton community would be key. Tosin had enjoyed working with the Group so far and thanked them for their support so far.</p> <p><u>Strategy Review Group</u></p> <p>The Group had been set up with members from the BoD, the Development Team and the wider badminton community and some of the people who had applied for the Director position had been used as an extended advisory group. Initial focus had been on the current Strategy and progress against it. The context of the current strategy was now being reviewed against the changing landscape, how it reflects the needs of the badminton community but also the needs and ambitions of our funding partners and the importance of ED&I within it. A more substantive update would be provided at the next Board meeting (ACTION: GD)</p>
3	REPORTING
3.1	<p>To receive the Chief Executive's Report</p> <p>The Board received the report and attachments and the following additional points were noted:</p> <p>Management Scorecard and Commentary</p> <ul style="list-style-type: none">• Due to the pandemic and the restrictions of play for the last year, many of the objectives within the scorecard had not been met.• Responses to the membership proposal for the coming year had been received very positively by clubs.• There may be some issues for smaller teams to return to play which might have an impact on some league play. The position on facilities was better than first feared but there was still a lot of facilities, including schools, that were not open for badminton. <p>Risk Register</p> <ul style="list-style-type: none">• The Register was presented to the Finance and Risk Board already and some adjustments had been made following that.• Overall the Risk Register was in a good shape. There were no high risks and some risks had been reduced in terms of impact and likelihood, particularly those around receipt of awaited funding. <p>Annual Report</p> <ul style="list-style-type: none">• A very different looking report this year due to the lack of content from the different teams who were impacted during the pandemic.• The Report would be posted on the website, shared with UK Sport and Sport England and will be circulated with the papers for the AGM.• The Board approved the Annual Report <p>European Championships</p> <ul style="list-style-type: none">• The business objective of winning 3-5 medals was achieved as 3 were won.

	<ul style="list-style-type: none">• It was difficult to identify learnings to be taken from the Championships as many of the issues were around the pandemic situation which would hopefully be resolved in future.• The Board were updated on the Spanish International held in Madrid, which was the final para badminton qualification event ahead of the Paralympics.• The Team were well prepared for the event and receive excellent support from the Head Coach, Richard Morris, and team in Sheffield.• It was recognised that having no tangible structure of talent development within Para badminton was detrimental to bringing players up to the standard of those who are based in Sheffield.• An infrastructure to support Para badminton was being considered within the Strategy Working Group and how this could be implemented on the back of the Paralympics, initially for those players who want to find somewhere to play. <p><u>Decision:</u></p> <p>a) The Board approved the Annual Report</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.2	<p>To receive the audited accounts for the financial year ended 31 March 2021</p> <p>The Board received the audited accounts and the following points were noted:</p> <ul style="list-style-type: none">• The year end and audit was completed in a very efficient process. Badminton England was given an unqualified audit.• [REDACTED]• The Finance Team had requested consideration about the timing of the AGM to allow for the audit process moving forward and a small group comprising the Chair of the Finance & Risk Board, Chairman of the Board of Directors, CEO and Finance Director would discuss this issue further.• Thanks were given to the Finance Team for their work on the year end and audit. <p><u>Decision:</u></p> <p>a) The Board approved the audited accounts</p>
3.3	<p>To receive the Letter of Representation</p> <p>The Board received and approved the Letter of Representation.</p> <p><u>Decision:</u></p> <p>a) The Board approved the Letter of Representation</p>
3.4	<p>To receive the Audit Findings Report</p> <p>The Board received and approved the Audit Findings Report.</p> <p><u>Decision:</u></p> <p>a) The Board approved the Audit Findings Report</p>

3.5	<p>To receive the Safeguarding Summary Report</p> <p>The Board received the Safeguarding Summary Report and the Chief Executive updated on current cases. The following points were noted:</p> <ul style="list-style-type: none">• The new case management system was working well and Sport England had agreed to provide a further £1m into the case management system support for NGBs.• Discussion was held on training, especially around online safeguarding issues.
5	MINUTES and ACTION POINTS
5.1	<p>To approve the minutes of the Board of Directors' meeting held on 31 March 2021</p> <p>The Minutes were approved nem com.</p> <p><u>Decision:</u></p> <p>a) The Board approved the minutes of the Board of Directors' meeting held on 31 March 2021</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 and the following points were noted:</p> <ul style="list-style-type: none">• Work was ongoing to update and finalise development of the website, especially with regards to the membership offer moving forward. Seven Leagues were helping with this, as part of Sport England Funding. A lot of new content was being added to the website.
5.3	<p>Matters Arising from the Board Meeting of 31 March 2021 not notified in advance of the meeting and not included in the agenda.</p> <p>There were no matters arising from the Board meeting of 31 March 2021.</p>
6	AoB
6.1	<p>The proposed new scoring system, put forward at the Badminton World Federation AGM, was rejected on the day.</p> <p>Nora Perry MBE was voted onto the BWF Council again and would be invited into a future Board meeting.</p>
6.2	<p>The Chief Executive had decided not to reapply to sit on the Badminton Europe Commissions for the coming two years and had instead encouraged the Chief Operating Officer to do so; Giles Dunning has been put forward to Badminton Europe for consideration for the Entertainment and Participation Commissions</p>
6.3	<p>The Government had confirmed that Team GB and Paralympic GB Teams going to Tokyo would be vaccinated ahead of the Games. The process was not yet known.</p>
6.4	<p>The announcement of Chris and Gabby's retirement would be circulated on Thursday 27 May. [REDACTED]</p>
6.5	<p>[REDACTED]</p>

6.6	The Chief Executive's appraisal had taken place earlier in the day.
6.7	[REDACTED]

The meeting closed at 6 pm

Future Meetings 2021

Board (4pm, unless stated)	Board/CMT Strategy Planning Sessions	General Meeting (1pm, unless stated)
	Wednesday 28 July	
Wednesday 25 August (Q1)		
	Wednesday 29 September	
		Thursday 28 October
Wednesday 24 November (Q2)		

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
2.2, Recommendations for the position of Elected Director	The Board approved the recommendation to put Mark King forward to be elected at the AGM on 26 June 2021	26 May 2021
2.3, Role description for the Senior Independent Director	The Board approved the role description for the Senior Independent Director	26 May 2021
2.3i, Recommendations to the AGM	<p>The Board approved the proposal to put Jim Mann forward to the AGM for the position of Honorary Vice President</p> <p>The Board approved the proposal for Tosin Akinluyi to be put forward to the AGM to remain as a co-opted Director for a further year</p>	26 May 2021
2.4, Revised Safeguarding and Protecting Young People in Badminton Policy	The Board approved the revised Safeguarding and Protecting Young People in Badminton Policy	26 May 2021
2.5, Revised Child Protection Records Storage and Retention Policy	The Board approved the revised Child Protection Records Storage and Retention Policy	26 May 2021
3.1, Chief Executive's Report	The Board approved the Annual Report for 2020/21	26 May 2021
3.2, Audited Accounts	The Board approved the Audited Accounts for the financial year ended 31 March 2021	26 May 2021
3.3, Letter of Representation	The Board approved the Letter of Representation	26 May 2021
3.4, Audit Findings Report	The Board approved the Audit Findings Report	26 May 2021
5.1, Minutes of the 31 March 2021	The Board approved the Minutes of 31 March 2021	26 May 2021