

Final Minutes: Board of Directors		 BADMINTON ENGLAND
Date:	28 July 2021	
Time:	4 pm	
Venue:	Via Zoom Conference Call	
In attendance:	Mike Robinson	Chairman
	Adrian Christy	Chief Executive
	Tosin Akinluyi	Co-opted Director
	Peter Emptage	Elected Director
	Pete Fitzboydon	Elected Director
	Mark King	Elected Director
	Mike McSweeney	Elected Director
	Jackie Newcombe	Elected Director
	Alison Odell CBE	Elected Director
By invitation:	Mark Boote	Finance Director
	Giles Dunning	Chief Operating Officer
	Nick Rimmer	Head of Development
	Sue Wressell	Executive Assistant to Chief Executive (Minutes)
Apologies:	Joyce Church	Elected Director
	Nick Cox	Elected Director
	Jon Austin	Performance Director

	INTRODUCTION
	The Chairman welcomed everyone to the meeting.
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 receive the Terms of Reference for the Disciplinary Committee and Safeguarding Case Management Group

	<p>The Board received the Terms of Reference and the following comments were noted:</p> <ul style="list-style-type: none">• The Board were updated on the changes proposed for the Safeguarding Case Management Group and the relationship between the Group and the Disciplinary Committee.• The Disciplinary Committee had previously met when a disciplinary issue arose. However, more regular meetings were being proposed to ensure a more pro-active approach to compliance with disciplinary processes.• The Safeguarding Case Management Group is an operational group which provides advice and scrutiny for the Safeguarding team on safeguarding cases and supports them on actions that need to be taken. It also ensures the policies and procedures are up to date and appropriate. It is made up of staff members and experts in safeguarding and is currently chaired by the Ethics and Compliance Manager. An independent Chair is currently being sought to take the pressure off the staff team.• Some cases raised at the Safeguarding Case Management Group might be forwarded to the Disciplinary Committee to be discussed but most are passed to Sports Resolutions to be resolved as part of the national safeguarding project• The Disciplinary Committee Terms of Reference would be updated to remove the Chair of the Board of Directors from the membership, to allow for issues to be raised up to the Board if necessary.• [REDACTED]• Within the revised Code of Sports Governance, it was likely that a Board member will need to be identified as having responsibility for wellbeing and safety. It was not yet clear what expertise/experience the Board member might need to fulfil this role.• The Child Protection in Sport Unit undertakes a yearly review which indicates whether the sport has met the national standards. An action plan is agreed where additional action is needed by the sport.• An update on safeguarding cases is provided to the Board at each main meeting and any cases with a risk is highlighted directly to the Board.• The Terms of Reference were agreed and a further review would be undertaken before Christmas, once the requirements of the revised Code of Governance were known. (ACTION: NR) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.2	<p>To discuss further our organisation culture and values</p> <p>Discussion on the organisation's culture and values would continue at the Board meeting in September and the Board were updated on the surveys that would be undertaken shortly:</p> <ul style="list-style-type: none">• Denison have been contracted to provide a culture survey to be sent to all staff, Board members, Advisory Board members and other Committee stakeholders.• The survey would be circulated on Thursday 29 July and remain open until Friday 20 August to allow all staff to complete the survey, including those currently at the Olympic Games and those travelling for the Paralympic Games. Two reminders would be sent about the survey before the closing date.

	<ul style="list-style-type: none">• A report of the findings will be presented to the Board at the September meeting and data would then be shared with staff in October.• Additional modules could be considered once the data was understood.• CMT were asked to encourage staff to complete the survey and be as open and honest as possible.• An additional 'Walk the Floor' Health Check would be undertaken by UK Sport with all of the programme athletes, coaches and direct staff [REDACTED].• Terms of Reference would be drawn up and the Performance Director would be expected to be heavily involved in this. A number of members of the Board of Directors and the GB Board were due to discuss the TORs in mid-August, ahead of them being signed off by UK Sport. The ToR will be shared with the Board in August.• The whole process was likely to be completed by early December if the Panel are able to come in on the proposed dates of 16-21 September.• In addition to the two surveys above, a deeper review will be undertaken of the performance pathway system. The detail of this will be shared with the Board in due course. <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.3	<p>To appoint the Senior Independent Director</p> <p>The Chair reminded the Board of the paper shared with them at the previous meeting which provided the requirements of the role of Senior Independent Director (SID). Directors had been encouraged to express their interest in the role and Jackie Newcombe was the only Director to put her name forward. Jackie's appointment as SID was agreed by the Board.</p> <p><u>Decision:</u></p> <p>a) The Board approved Jackie Newcombe to the role of Senior Independent Director</p>
3	STRATEGY
3.1	<p>To receive the EDI progress report</p> <p>The Board received the paper and were updated on the progress of the Equality, Diversity and Inclusion Strategy work. The following comments were noted:</p> <ul style="list-style-type: none">• Equality, Diversity and Inclusion (EDI) must be seen as being integral to everything Badminton England does and provides a lens through which decisions are made.• The work on the strategy was very much a journey and would take some time to work through. Prioritising the work undertaken would be important.• The four key themes of the work were noted as Providing Leadership, Raising Awareness, Driving Inclusion and Tackling Inequalities.• The Strategy will be presented to the Board at the September meeting. It will be a headline strategy, with an initial action plan that includes key actions for the early stages but this will need to be updated in the following 6-12 months due to the different reviews taking place and the Sport England funding outcome.• From 2022 an annual action plan will be produced.

	<ul style="list-style-type: none">• Some work is already taking place. An inclusion hub has been set up to support the badminton community; 19 people are working as inclusion champions within their communities and many coaches have been trained to deliver disability badminton. Two large scale festivals are due to be held over the Summer and it is hoped that some of the Paralympian Athletes might attend with their medals too.• The EDI strategy would overlay the overall Strategy review to ensure inclusion runs throughout the work of the organisation.• It was recognised that the EDI Strategy would consolidate the work already being done and provide accountability for this work moving forward.
3.2	<p>To receive the Strategy Review progress report</p> <p>The Board received the paper and were updated on the progress of the Strategy Review work to date. The following additional comments/points were noted:</p> <ul style="list-style-type: none">• Progress against the current objectives within the strategy “Discover Badminton” had been reviewed. The trajectory up to the pandemic was very good. However, evaluation against 2020/21 was very difficult due to the pandemic.• The post pandemic landscape is difficult to assess. Facilities are still an issue for return to play, not just for availability but also the costs for using many facilities had risen.• The Strategy Review Group noted that the Discover Badminton strategy was written for the whole of the game but found that it describes a series of disparate activities. Additional work will be required to bring these activities together into an integrated plan.• There were two lenses to the work of the strategy: recover and reinvent.• Focus must currently be on how to bring back the sport so that we can move forward with fundamental issues that must be addressed beyond a recovery plan.• Consideration was being given to how the strategy is cascaded to the badminton community, making it clear what Badminton England is trying to do and the role of everyone within badminton.• Objectives for each workstreams were being written so that the Strategy can be re-launched together with an operational plan to explain how the strategy will be delivered.• A focused, simple document would be necessary to ensure all stakeholders can understand the strategy and how it will be delivered and how they fit within the strategy.• Identifying and prioritising the main initial focus of work would be important.• The Board agreed the direction of travel for the Strategy.• It was expected that the work on the ecosystem, workstreams and outline structure of the operational plan would be undertaken by the end of September. This would include input from the EDI strategy. (ACTION: GD) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.3	<p>To receive an update on the Sport England Investment process</p> <p>The Board were updated on the work undertaken on the funding bid so far and the meeting to discuss this in the previous week. A working party had been set up to move this work forward so that the bid could be submitted to Sport England on Friday 6 August. Additional comments were noted:</p> <ul style="list-style-type: none">• Nick Rimmer was thanked for his hard work in putting the initial detail into the bid.

	<ul style="list-style-type: none">• An initial conversation about the bid was due to be held with Sport England on Friday 30 July with feedback from them on the initial submission.• More detail would be added to the document following Sport England feedback.• The Board members on the working group felt that the submission was coming together well.• The working draft would be shared with the Board, together with initial responses from Sport England on Friday 30 July for the Board to review over the weekend and provide feedback by Monday 2 August.• The working group was due to meet on Wednesday 4 August and the final draft would be shared with the Board on Thursday 5 August for any final comments ahead of the submission on 6 August. <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.4	<p>To receive a proposal to host a BWF ParaBadminton World Circuit Level 1 Tournament</p> <p>The Board received the proposal and was updated on the contents of the paper.</p> <p>[REDACTED]</p> <p><u>Decision:</u></p> <p>a) The Board approved the proposal to bid to host a BWF ParaBadminton World Circuit Level 1 Tournament</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
4	MINUTES and ACTION POINTS
4.1	<p>To approve the minutes of the Board of Directors' meetings held on 26 May and 23 June 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 26 May and 23 June 2021</p>
4.2	<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">• The sponsorship plan had been marked forward to August.• The success measures of the Coaching Strategy would be discussed at the next Advisory Board meeting in early September.• The Disciplinary Regulations would be added to the website within the week.• The Board were updated on the insurance cover around the current safeguarding case.

4.3	Matters Arising from the Board Meetings of 26 May and 23 June 2021 not notified in advance of the meeting and not included in the agenda. There were no further matters arising.
5	AoB
5.1	Now appointed, the Senior Independent Director would start to request some feedback from other Directors on the Chair. The Chair would also start the annual conversations with Directors. (ACTION: SID/Chair)
5.2	Board meetings would become face to face meetings from the September meeting. It was hoped that an evening meal and overnight stay could be incorporated into the plans for the meeting and this would be looked into. (ACTION: SW)
5.3	The Chair had been contacted by one of the Programme players about the recent players issues and it was expected that any issues raised by them would be picked up by the Walk the Floor review being organised with UK Sport.
5.4	The Chief Executive attended an event in Birmingham, earlier in the day, for the 'One Year to Go' until the Commonwealth Games.
5.5	[REDACTED]
5.6	An update on the redecoration/upgrade of the NBC bar area and quiet area was provided. A capital plan of the building was being prepared and issues would be dealt with as necessary on an urgent basis. The redecoration/upgrade would be part of that plan.
5.7	Negotiation on insurance was being undertaken. [REDACTED] had indicated that they would not cascade down their insurance cover to members. It would be for Badminton England only so the brokers were looking into alternatives.

The meeting closed at 6.30 pm

Future Meetings 2021

Board (4pm, unless stated)	Board/CMT Strategy Planning Sessions	General Meeting (1pm, unless stated)
Wednesday 25 August (Q1)		
	Wednesday 29 & Thursday 30 September	
		Thursday 28 October
Wednesday 24 November (Q2)		

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
2.3, To appoint the Senior Independent Director	The Board approved Jackie Newcombe as the Senior Independent Director	28 July 2021
3.4, Proposal to host a BWF ParaBadminton World Circuit Level 1 Tournament	The Board approved the proposal to host a BWF ParaBadminton World Circuit Level 1 Tournament	28 July 2021
4.1, Minutes of the 26 May and 23 June 2021	The Board approved the Minutes of 26 May and 23 June 2021	28 July 2021