

Final Minutes: Board of Directors Call		
Date:	27 October 2021	
Time:	4 pm	
Venue:	Via Zoom Conference Call	
In attendance:	Mike Robinson	Chairman
	Jackie Newcombe	Senior Independent (Elected) Director
	Pete Fitzboydon	Interim Chief Executive
	Joyce Church	Elected Director
	Peter Emptage	Elected Director
	Mark King	Elected Director
	Mike McSweeney	Elected Director
	Alison Odell CBE	Elected Director
By Invitation:	Giles Dunning	Chief Operating Officer
	Katy Martin	Head of People
	Nick Rimmer	Head of Development
	Sue Wressell	Executive Assistant to Chief Executive (Minutes)
Apologies:	Nick Cox	Elected Director
	Tosin Akinluyi	Elected Director
	Jon Austin	Performance Director
	Mark Boote	Finance Director

1	INTRODUCTION
1.1	The Chairman welcomed everyone to the meeting.
1.2	To report any new declarations of interest It was formally noted that Pete Fitzboydon was attending as an ex-officio member of the Board, rather than an Elected Director, as he was in the Interim Chief Executive role.
2	GOVERNANCE
2.1	Interim CEO Progress Report against Areas of Focus. The Board received the paper, and the following points and comments were noted:

	<ul style="list-style-type: none">• Phase 2 of the Sport England Investment bid was being drafted and this would be sent to Sport England shortly for their initial feedback. Once feedback had been received, the bid would be tidied up and circulated to the Board to review before completion and submission to Sport England on 5 November.• The bid builds on the priorities already agreed during Phase 1, but additional context and detail had been added, including an action plan and a more detailed budget. It also includes a self-diagnostic, identifying immediate priorities against six elements.• The Sport England Board would review the submission at their investment meeting, due to take place during the week commencing 20 December. Notification was expected from them later that week.• The Interim Chief Executive was working on a role mapping and ‘first impressions’ view, which was designed to be provided to the new permanent Chief Executive, when in post. This was a live document, and he hoped that a report would be provided to the Board at the November meeting.• The Return to Play plan was discussed and more detail was provided to the Board about the ongoing work within the Plan with regards to clubs, tournaments, and facilities.• The Plan had been the focus for many of the teams within Badminton England, ensuring that getting people back to play was the biggest focus now and data/insight gathering was playing a big part in that to identify where support was needed the most.• A more comprehensive picture of the Return to Play would be brought back to the Board at the November meeting. (ACTION: NR) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.2	<p>To receive an update on Organisation Culture</p> <p>The Interim Chief Executive updated the Board on the work undertaken so far and the following points and comments were noted:</p> <ul style="list-style-type: none">• A very positive session with all staff was held earlier in the month, looking at the summary-level staff results of the Survey Report.• Staff had worked in groups to delve into the reasons why the results looked as they did, what the root causes might have been and started to consider what steps could be taken to address and change in the future.• The Board were updated on the six main issues that arose from the session:<ul style="list-style-type: none">- Information was being shared but not necessarily in the way staff needed it.- There are a few negative behaviours that need to be remedied, although not toxic nor damaging.- The vision/mission needs to have staff input to ensure it is inspiring and aspirational and unites everyone- Identify priorities, stick to them and do them well – doing less, but better.- Staff development and investment into the team- Many of the staff are tired and run down from the last two years.• The next steps were confirmed: five workshops with staff were being planned to unpick further the issues and look forward to some possible solutions. This would be drafted into a plan that would be brought back to the Board. (ACTION: PFB)

	<ul style="list-style-type: none">• It was confirmed that other Advisory Boards who input to the Survey would be taken through the results too with some forward-looking solutions.• A partial retest in six months and full test in 18 months was being considered, together with a monthly staff pulse test on their optimism for the future.• This item would be kept on the agenda for future meetings. (ACTION: SW) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
2.3	<p>Update on the High-Performance environment</p> <p>The Chairman updated the Board on the current situation within high performance between the players and coaching staff.</p>
2.4	<p>Performance team staffing update</p> <p>The Chairman updated the Board on the current situation with performance team staffing and the Board fully discussed and agreed a way forward.</p>
3	<p>AoB</p> <p>The Chair provided the Directors with an update on the CEO recruitment process to date.</p>

Future Meetings 2021

Board (11am)	Board Call (4 pm)	General Meeting (1pm, unless stated)
Wednesday 24 November (Q2)		