


Final Minutes: Board of Directors		 BADMINTON ENGLAND
Date:	29 & 30 September 2021	
Time:	3 pm on 29 September and continued at 9 am on 30 September	
Venue:	All England Room, National Badminton Centre, Milton Keynes MK8 9LA	
In attendance:	Mike Robinson	Chairman
	Tosin Akinluyi	Co-opted Director
	Joyce Church	Elected Director
	Nick Cox	Elected Director (from Item 3.1)
	Peter Emptage	Elected Director
	Pete Fitzboydon	Elected Director
	Mark King	Elected Director
	Mike McSweeney	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)
	[REDACTED]	Denison (for Item 2.1)
Apologies:	Jackie Newcombe	Senior Independent (Elected) Director
	Jon Austin	Performance Director

1	INTRODUCTION
1.1	<p>The Chairman welcomed everyone to the meeting, especially [REDACTED] the representative from Denison, who would be reporting to the Board on the recent Organisation Culture survey. Katy Martin, Head of People, was also warmly welcomed to her first Board meeting.</p> <p>The Board formally recorded its thanks and appreciation to Adrian Christy for all his hard work and achievements during his tenure over the last 15 years.</p>
1.2	<p>To report any new declarations of interest</p> <p>There were no new declarations of interest.</p>
2	GOVERNANCE

2.1	<p>To receive a report from Denison on the recent Organisation Culture Survey undertaken.</p> <p>The Board received a presentation on the findings of the Report and the following points and comments were noted:</p> <ul style="list-style-type: none">• The Board welcomed the report and discussed the findings in detail.• It is important that we share the findings with staff in an open way, stressing the positives around how we can use the report's findings to develop a culture that will enhance our ability to deliver the strategy and make significant improvements to working life at BE.• The Board were keen to move forward in a collaborative, open and transparent way.• Pete Fitzboydon, as Interim Chief Executive from 4 October, would discuss the report with CMT to establish a way forward in communicating with staff and next steps. (ACTION: PF/CMT)• The Board thanked [REDACTED] and Denison for the work on the Survey and Report. <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3	STRATEGY
3.1	<p>To receive an update on the new membership scheme</p> <p>An update on the draft of the new membership scheme was provided to the Board and the following points and comments were noted:</p> <ul style="list-style-type: none">• Previous membership schemes have, to a large extent, been commercially driven. However, it was recognised that the scheme can provide a useful tool for reach and engagement across a wider section of the badminton community, something that was raised in the Culture Survey.• Consideration was being given in the new scheme to enable greater reach and therefore increase the database of members, which will provide both greater engagement with members and an opportunity to generate revenue to reinvest into the sport.• Consideration was still being given to how best to provide a fee system that will encourage clubs to register all their players without large costs.• The legalities around GDPR and upselling to club members was discussed and it was believed that this was already covered but would be investigated. (ACTION: GD)• The Board agreed the direction of travel for the new scheme and Counties would be updated at the next General Meeting. The final scheme would be brought back to the Board in the New Year for sign off. (ACTION: GD) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.2	<p>To receive an update on the Sport England Investment process</p> <p>The Board was updated on the current position of the Investment process and the following points and comments were noted:</p>

	<ul style="list-style-type: none">• It was expected that the award from Sport England was likely to remain at the same level as the current year. There was an expectation that an enhanced focus on Equality, Diversity and Inclusion would be a requirement of the funding.• Phase 2 of the submission was due by the end of October. A full action plan and more detailed budget would be provided within that submission.
3.3	<p>To receive the EDI Strategy and Action Plan</p> <p>The Board received the Strategy and Year 1 Action Plan, and the following points and comments were noted:</p> <ul style="list-style-type: none">• The Strategy had been written following consultation with staff and focus groups with the wider badminton community, including the Activity Alliance and UKActive.• Elements of EDI work had been ongoing already albeit not in a cohesive way or within an all-encompassing strategy.• It was key that the Strategy was achievable but also challenging, setting out Badminton England's intentions.• The Strategy was very much a journey and would take time. The Action Plan for the first year only had been produced and was initially focused on work within Badminton England.• The Action Plan could be refined to soften or enhance certain areas of the work highlighted, dependent on budget.• It was recognised that the revised Code for Sports Governance and the Equality Standard for Sport, due to be published in the next few months, might affect the content of the Action Plan.• The Board were taken through the Context underpinning the Strategy and the four key principles within it.• Work was already underway to bring in Inclusion Champions and it was hoped that an Inclusion Committee would be set up.• It would be important to help members to see the direct benefits of including EDI in their current practices, in addition to the moral necessity, to help to overcome potential barriers to its effective implementation.• It was recognised that Education and Training was very important, both for staff and members of the wider badminton community and having an Inclusion Lead would be critical to ensure the work moved effectively - in particular, helping people to become more aware of the different dimensions and the challenges, correct terminology, and ultimately become comfortable and confident in discussing EDI.• It was suggested that Inclusion could be added as one of the values when they are reviewed.• The current Strategy would not be published in full. A streamlined version would be produced to provide supportive information for external stakeholders.• The Board discussed the investment needed for the Action Plan and it was agreed that parts of the work could be undertaken in the current year, with some moving into the next financial year.• It was recognised that there would be a budget commitment each year for the work and the Board discussed how this could be covered. The Finance Director and Chair of the Finance & Risk Board would discuss the current budget and the Chief Operating Officer would review his budget and what might need to be stopped to accommodate the

	<p>funding for the Year 1 Action Plan. Prioritisation of work would be critical. (ACTION: MB, JC, GD and NR)</p> <ul style="list-style-type: none">• The Board agreed the Strategy and the first three items listed in the Year 1 Action Plan could be started. Following the discussions between the Finance Director, Chair of the Finance & Risk Board and the considerations around the Sport England funding award, the budget for the Year 1 Action Plan would be brought back to the Board for final confirmation. (ACTION: CMT) <p><u>Decision:</u></p> <p>a) The Board approved the Strategy and first three items of the Year 1 Action Plan, and the remainder subject to review of budgets.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.4	<p>To receive an update on Badminton England’s revised Strategy</p> <p>The Board received the Strategy review update and the following points and comments were noted:</p> <ul style="list-style-type: none">• The initial review of the Strategy concluded that while Discover Badminton England was overall fit for purpose, several areas needed more focus.• An additional pillar, to sit between participation and performance would provide the required focus on growing participation and support for the system that was necessary to ensure Badminton England could achieve its stated ambitions.• Explaining and communicating the interdependencies of the pillars was critical to the strategy being effective, and to unite the badminton community around the entire strategy.• It was recognised that now was not a good time to launch a revised strategy, given the uncertainties arising from Covid and changes in leadership, and it was agreed that a one-year plan would be better to focus on priorities (ACTION: CMT).• It would also be better to wait for the new Chief Executive to be in place before the revised strategy is launched so that they can provide input and buy-in.• The Board discussed the priorities for the next year and agreed that rebuilding the game and supporting return to play was key.• It was suggested that the one-year plan be given to staff to review and feed into their thoughts, thereby achieving greater buy-in and understanding. It was important for every member of staff to understand how they fit into the strategy and how their work supports their mission of the organisation.• The Board agreed the direction of travel for the Pillars and next steps for moving forward as laid out in the paper. The revised Strategy would be brought back to the Board for an update in January 2022. (ACTION: GD) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
4	MINUTES and ACTION POINTS

4.1	To approve the minutes of the Board of Directors' meeting held on 25 August 2021 The Minutes were approved nem com. <u>Decision:</u> b) The Board approved the minutes of the Board of Directors' meeting held on 25 August 2021
4.2	To review actions <i>Requiring Attention</i> only contained within the Action Items Register The Board received and noted the Action Items Register and no additional points were noted.
4.3	Matters Arising from the Board Meetings of 25 August 2021 not notified in advance of the meeting and not included in the agenda. There were no further matters arising.
5	AoB
5.1	[REDACTED]
5.2	The Board discussed the regularity and format of future meetings. It was agreed that a virtual call would be held on the 27 October and the 24 November face-to-face Board meeting would be held as normal, at which the frequency and timings of 2022 meetings would be agreed.

Future Meetings 2021

Board (1pm)	Board Call (4 pm)	General Meeting (1pm, unless stated)
	Wednesday 27 October	Thursday 28 October
Wednesday 24 November (Q2)		

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
3.3, EDI Strategy	The Board approved the EDI Strategy and Year 1 Action Plan	30 September 2021
5.1, Minutes of the 25 August 2021 Board meeting	The Board approved the Minutes of 25 August 2021	30 September 2021