

## FINAL Minutes: Badminton GB Board Limited Meeting

Wednesday 13 January 2021 via video conference call



<b>Board:</b>	Stephen Baddeley (SB)	Chair and Independent Director
	Kelly Aston (KA)	Member Director (Badminton Wales)
	Derek Batchelor (DB)	Member Director (Badminton England)
	Christine Black (CB)	Member Director (Badminton Scotland)
	Adrian Christy (AC)	Accountable Officer
	Graeme Finch (GF)	Independent Director
	Jane M Nickerson (JN)	Company Secretary/Independent Director
	Ken Nixon (KN)	Member Director (Badminton Ireland, Ulster Branch)
	Priya Guha (PG)	Independent Director
<b>Invited:</b>	Jonny Wynne (JW)	UK Sport
	Jon Austin (JA)	Performance Director, Badminton England
	Mark Beecher (MB)	Head of Performance Operations, Badminton England
	Sue Wressell (SW)	Minute Taker (Badminton England)

<b>1</b>	<b>WELCOME AND APOLOGIES FOR ABSENCE</b>
	SB welcomed everyone to the meeting, especially the new Director Priya Guha. There were no apologies.
<b>2</b>	<b>DECISION MADE BY EMAIL</b>
<b>2.1</b>	SB updated the Board on the process undertaken to appoint Priya, a new Independent Director and JN confirmed that all paperwork for this had been completed.
<b>3</b>	<b>DECLARATIONS OF INTERESTS</b>
<b>3.1</b>	DB confirmed that the BWF had requested him to be a scrutineer at their AGM on 30 January 2021.
<b>4</b>	<b>MINUTES OF THE LAST MEETING</b>
<b>4.1</b>	<p>To receive and approve the minutes of the meeting held on 6 October 2020</p> <ul style="list-style-type: none"> <li>• The minutes of the meeting held on 6 October 2020 were approved with the following changes, in addition to minor typing errors: <ul style="list-style-type: none"> <li>• AC would be shown as the Accountable Officer, not a Non-Executive Director on the attendance list.</li> <li>• DB had informed the meeting that he had been asked to be a scrutineer at the virtual BWF AGM which took place on 18 July 2020.</li> <li>• The minutes approved under item 3.1 had been those of the 7 May, not 22 January.</li> <li>• The Governance Statement for 2020 needed to be added to the GB Board website. JN was making final minor amendments to it. (ACTION: JN)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Under Item 4.1 an additional bullet point to say that it was agreed to discuss the possibility of staging a GB Championships across all age groups at the January 2021 meeting</li> <li>• Under 4.1 an additional bullet point to say that it was agreed to discuss the possibility of hosting an international para badminton training camp prior to the Spanish International Championships, which were scheduled for March 2021.</li> <li>• JA had some suggested amends to bullet point 4 and 5 of item 4.2 to ensure the content was clearer. These were agreed by the Board and would be added to the Minutes.</li> <li>• Minor amendments were agreed to the final bullet point of 4.2 to show a majority approval of 6-0 and to refine the Terms of Reference for the GB Technical Advisory Group.</li> </ul>
4.2	<p>To consider actions and matters arising from the minutes: The following points were noted:</p> <ul style="list-style-type: none"> <li>• MB confirmed that a resubmission would need to be made to Badminton Europe for the Regional Project. If the grant was not provided, the project would be considered by the Technical Advisory Group as part of a wider review of the GB pathway development.</li> <li>• AC confirmed that the issue of who should sign the Funding Agreement was one item to be discussed with UK Sport later in the week together with a discussion around the make-up of the required 15% contribution and how that would be paid. He would update the GB Board once clarity was provided on both issues. (ACTION: AC) There was lengthy discussion on how Home Countries might be required to pay towards the 15% payment to the Programme, as required within the Funding Agreement with UK Sport. KN expressed concern about the lack of consultation by UK Sport to change the 15% from VIK to cash. This concern was supported by CB. JA confirmed that co-funding had happened in previous cycles, mainly as Value in Kind (VIK), although it was more explicit in the new Agreements and it was not yet clear if VIK could be used towards the 15% for the Paris Cycle. He added that there would be many NGBs that would be unable to make a 15% cash payment towards their UK Sport Awards. AC clarified that the 15% cash payment was being requested for the Paris Cycle due to the reduction in funding UK Sport had received from Government for the Olympic/Paralympic Games.</li> <li>• <b>GB Championships</b> – the Technical Advisory Group had put forward the idea of holding British Championships across the age groups. It was suggested that the Home Nations’ CEOs Group should discuss this and KA and AC agreed that it would be a good idea to add to the next agenda. (ACTION: AC and KA)</li> <li>• <b>International Para-badminton Training</b> – there was confirmation that the Spanish Para International Championships was still likely to be the first competition for the athletes.</li> </ul>
4.3	<p><b>To confirm electronic approval of Selection and Appeals policies, LHNC and MoU</b></p> <ul style="list-style-type: none"> <li>• A version of the Para-badminton Paralympic Appeals procedure received by CB had not been changed to be consistent with the Olympic Appeals Policy. This would be reviewed by MB who thought that both Policies were aligned. He would check the final</li> </ul>

	<p>version that had been sent to the GB Board to ensure that it was accurate. (ACTION: MB)</p> <ul style="list-style-type: none"> <li>• CB also pointed out that the reference to the word “Fast” that had been removed from the Para-Badminton Appeals Procedure title was still shown within section 8.1 of the Para-Badminton Selection Policy so this would need to be removed. (ACTION: MB)</li> <li>• JA informed the GB Board that the BWF had extended the Olympic qualification period by two weeks to 19 May, which would incorporate the Indian Open, although this had not yet been signed off by the International Olympic Committee (IOC). If this was approved by the IOC, it might require some more date amendments to the policies. This was noted by the Board.</li> <li>• The Selection Policies, once amended as above, would be published on the website, noting that the qualification dates might be extended and with the caveat that they had not yet been signed off by the BOA and BPA. MB would inform the GB Board members when this was done and would share final copies. (ACTION: MB)</li> </ul> <p>With the above amendments, it was confirmed that the Selection Policies were approved as were the LHNC and MoU, although the latter two documents were not approved unanimously.</p>
5	<b>PERFORMANCE</b>
5.1	<p><b>Performance Update to include UK Sport funding decisions and Finance Update</b></p> <p>JA provided a presentation which would be circulated with the minutes and the following comments were made:</p> <ul style="list-style-type: none"> <li>• The extension of the Olympic Qualification period to 19 May, would have an effect on some of the athletes who would be given another opportunity to qualify.</li> <li>• The Swiss Open, due to start on 3 March, was the first relevant tournament for GB athletes following the recommencement of Olympic qualification.</li> <li>• There was some debate about when the World Rankings would commence and AC confirmed that this information would be released on 2 February 2021.</li> <li>• Wording within the Selection Policy was currently being reviewed by the BOA and BPA to following the inclusion of reference to Covid-19 and the implications should an athlete not be able to take up the selection due to a positive test prior to departure.</li> <li>• Regular dialogue continues with BOA and BPA about athletes being treated consistently across the sports, regarding Covid-19 and risks to attending the Games.</li> <li>• JA confirmed that within the England training environment at the NBC, there were strict protocols and requirements for all players, whether in training or competition and they are expected to go through extensive induction and training. This would be extended in line with BPA and BOA requirements ahead of the Games. CB confirmed that the environment in Scotland was very similar.</li> <li>• SB confirmed that elite athletes in England were covered by the rules laid down by the Department of Culture, Media and Sport (DCMS) and these rules were devolved to the other Home Countries who would then lay out their own protocols to their elite athletes. This would make it very difficult to have a GB Policy as there would be different regulations across the four Home Countries. Once the Olympics/Paralympics were close the athletes would come under the BOA and BPA protocols.</li> <li>• JA confirmed that informal discussions were taking place at BOA/BPA level about vaccinations and how these could assist with minimising the risks to the elite athletes. At the IOC level, this was an option on the table currently and it was expected that this</li> </ul>

	<p>would be known within the next 2/3 months. JA expected that all athletes might be asked to be vaccinated ahead of the Games based on the conversations taking place.</p> <ul style="list-style-type: none"> <li>• Only the first year of the UK Sport Award had been confirmed. The remaining three years would be known following the Comprehensive Spending Review due in Autumn 2021 and a review of our WCPP post Tokyo</li> <li>• The MSP/Aspiration Funding that remained would be carried over to support final preparations and additional costs in Tokyo,</li> <li>• AC confirmed that one consideration that might be given by UK Sport, was for the 15% co-funding to be deducted from the Award, therefore leaving a smaller Award to work with.</li> <li>• JA confirmed that although there was some flexibility of using money across the four funding streams identified, this was likely to require a case to be put forward to UK Sport and for this to then be reported on. GF suggested that as the funding levels were 32% lower than expected, the case might be put to UK Sport for full flexibility across the four streams. This point would be discussed with UK Sport. (ACTION: JA/AC)</li> <li>• Discussion was held on the number of players being funded within Podium, Academy and Confirmation and how much funding was being set for each player. UK Sport had not assigned any funding against Academy players but this would affect the next cycle for Los Angeles so it was important to find a way of funding each level. Flexibility from UK Sport on the four funding streams would allow funding to be given to the Academy level players.</li> <li>• A meeting of the GB Technical Advisory Group would be convened, following the meeting with UK Sport, to remap the players against the finalised athlete places. (ACTION: JA)</li> </ul> <p>The GB Board received the Finance Update from MB and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The figures shown in the Report were likely to change due to the cost of Covid-19 testing required of the team. The final figures would be circulated with the minutes and a budgeted forecast for the first year's delivery of the Olympic and Paralympic Programme would be circulated ahead of the next meeting in May. (ACTION: MB)</li> <li>• GF requested sight of the reforecast budget that was submitted to UK Sport, including Quarter 1 as well as 2, to show the comparison. DB suggested that Quarter 3, which would shortly be submitted to UK Sport, be included too.</li> <li>• MB explained the Total Expenditure lines were shown in error within the two tables of the Finance Report. He would correct the tables and liaise with GF on the final content of the Report and then recirculate it. (ACTION: MB)</li> <li>• Social impact was a condition of the Aspiration Award. It was for players to undertake grassroots participation and promotion. For the England Players receiving Aspiration Funding, work had been undertaken with the Badminton England Development Team around the objectives that had been set with Sport England around participation funding, aligning the players within the Plan. Badminton Scotland determined how Social Impact funding was used for Kirsty Gilmour.</li> </ul>
5.2	<p><b>Matters arising from consideration of contracts including Para-badminton classification and 15% contributions</b></p> <p>The matter of 15% contributions had been covered earlier in the meeting. Once clarity had been defined, GF suggested that the GB Board should audit the 15% contributions to ensure this was not left to the Lead Home Nation. This was agreed by the Board (ACTION: GB Board)</p>

	<p>A question around Para-badminton classification had been raised by DB in an email to GF:</p> <p>“Should Home Nations, as members of the Badminton World Federation (BWF) lobby for changes that would benefit GB potential to win medals and if so how would you coordinate that. What is the lobby group to be able to do it?”</p> <p>As the GB Board was not a member of the BWF, this would be something that Home Nations would need to lobby separately for, although it would need to be undertaken in a coordinated way to have sufficient impact.</p> <p>DB felt that lobbying could be undertaken with Badminton Europe and also the Para-badminton Athletes Commission and the Para-badminton Commission. Review of the potential athletes and what classification would help those athletes to medal needed to be discussed and agreed across the four Home Nations.</p> <p>MB confirmed that the Paris Organising Committee had explained that they would be reviewing the number of Para-badminton events and disciplines post Tokyo. This review would be undertaken with BWF. It was recognised that broadcasting figures would be important to the decisions undertaken and those categories that had the greatest commercial value were likely to be prioritised.</p> <p>It was agreed that this item should be discussed by the CEOs of the Home Nations at their next meeting (ACTION: AC/KA). DB agreed to help coordinate a plan with the Home Nation CEOs.</p>
<b>6</b>	<b>FINANCE UPDATE</b>
<b>6.1</b>	<p><b>To receive the management accounts</b></p> <p>The GB Board noted the management accounts.</p> <p>Only £4K of the £8K Administration Grant had been drawn down in the previous year with £4K being put into the Programme. None of the £8K had been drawn down for the current year so far. It was acknowledged that £15K had been included in the UK Submission within Core figures, for support to the GB Board and it was therefore agreed that there was no need to draw down the £8K for the year ending 31 March 2021 and this money would stay in the Programme.</p>
<b>7</b>	<b>GOVERNANCE</b>
<b>7.1</b>	<p><b>Appointment of Independent Director</b></p> <p>The GB Board received the paper prepared by the Chairman and approved the appointment of Stephen Farrow as an Independent Director, to take over as both Independent Director and Company Secretary following JN stepping down at the end of the May 2021 meeting.</p> <p>JN was thanked for her commitment and support of the GB Board.</p>
<b>7.2</b>	<b>Diversity Action Plan</b>

	<p>The GB Board reviewed the Diversity Action Plan which was mainly focussed on recruitment to ensure a diverse board. It was agreed that there should be consistency of wording to GB Badminton throughout the document and a revised picture on the front page should be considered, to show greater diversity. A minor change would be made to the first sentence of the page "Message from our Chair" to read "GB Badminton is committed...." instead of "Badminton is a sport without boundaries and is committed...." (ACTION: SB)</p> <p>PG felt that the Plan was a more cursory document rather than something that was fully engaged with. Discussion was held on how the document could be strengthened to show that the GB Board were engaged with Diversity, even in its limited remit, perhaps by recording discussions and decisions made that support diversity. It was agreed that SB and PG would discuss the Plan further outside of the meeting and agree how it could be strengthened. (ACTION: SB and PG)</p>
7.3	<p><b>Technical Advisory Group – Terms of Reference</b></p> <p>It was recognised that the ToRs attached to the agenda were not the final set circulated on 20 November. GF would circulate the final document and this would be revisited in May 2021. (ACTION: GF)</p>
7.4	<p><b>Risk Register</b></p> <p>The Register was reviewed and the following comments were noted:</p> <ul style="list-style-type: none"> <li>• The values within the column of Financial Impact across the ten risks might need to change in light of the awards for the Paris cycle. This would be highlighted as per annum. (ACTION: MB)</li> <li>• Risk 4 likelihood should be increased to 5. The impact would be discussed and a call was being set up between SB, AC and Keith Russell from Badminton Scotland.</li> <li>• Mitigations for Risk 9 could come down once it was known whether the Lifestyle Support for players was something that could be invested in. MB would inform SB once this was known so that the risk could be adjusted (ACTION: MB)</li> <li>• GF Suggested a couple of additional risks: <ul style="list-style-type: none"> <li>• Players contracting Covid prior to going to the Olympic or Paralympic Games. If they were medal hopefuls, it would severely impact the ability to win medals. It was agreed this should be added under a Covid risk that would include support staff. DB raised the issue about long Covid too.</li> <li>• Should the classifications for Para-badminton change, this could affect the medal winning impact of the GB athletes.</li> </ul> </li> <li>• Additional clarification around the risk of funding from UK Sport and the fact that this could be reduced for the remaining three years, due to the Comprehensive Spending Review, would be added to the current funding risk.</li> <li>• MB would include both risks within the Register and update the funding risk. (ACTION: MB)</li> <li>• PG explained that she believed it was useful to show the risks that may have no mitigations under the control of GB Board but would have serious implications to the Programme. She was surprised that the Risk Register was not reviewed at each meeting rather than yearly. SB confirmed that the Register was tabled at alternate meetings but it was agreed that this would become a standard item on each agenda for discussion around new or changing risks rather than review of each risk (ACTION: SB/SW). MB would add an additional column to show date of review to the risk (ACTION: MB)</li> </ul>

7.5	<p><b>Board Member review</b></p> <p>The record of 121 Meetings shared with the Board was noted. These would be undertaken on a yearly basis moving forward.</p>
7.6	<p><b>Chair's Appraisal Outcome</b></p> <p>The GB Board received the Report, produced by GF and reviewed the Appraisal outcomes for SB. GF led the item and focussed on the points on future work:</p> <ul style="list-style-type: none"> <li>• One area of consideration was whether there was any role for the GB Board with respect to the players and how the Chair could be involved in that. All contact was currently only through the Lead Home Nation, not the GB Board.</li> <li>• Strategic role of the GB Board and how much is devolved through the Lead Home Nation Contract (LHNC). GF noted in the new LHNC that more of the strategy had already been brought back to the GB Board, through consultation with the Technical Advisory Group and at discussion with the GB Board.</li> <li>• SB felt it was a professional piece of work and well documented. The points within it were very fair and he had taken steps to act on them.</li> <li>• Discussion was held on the point about the GB Board and/or Chair's role with regards to the players. Outside of any decision to put something formal in place, JA confirmed that GB Board members were always welcome to come in a speak with the team and players if they wished. DB found that players, especially the para-badminton athletes, were interested in speaking about the political landscape with the Badminton World Federation and Badminton Europe as this was useful to them. CB found that this was the same with Scottish para-badminton players rather than the Olympic players.</li> <li>• GB Board Home Country members felt strongly that there was no formal requirement of involvement with the players. However, PG felt that there needed to be some way to garner the feedback from the players, as this was a data point that could help the Board to function from an oversight and governance perspective. JN pointed out that this information has been fed into previous GB Board meetings from JA. She felt that she'd had good oversight of this over the last four years. KN also confirmed that this information would also be fed back up to the GB Board from the Technical Advisory Group in a structured way. JA confirmed that there was a contracted requirement for a cultural health check on an annual basis that UK Sport funded players were required to complete. All of those findings would be shared with the GB Board.</li> <li>• GF proposed to draft the scope of the Chair's role for consideration by the GB Board. This was welcomed by the Board (ACTION: GF).</li> <li>• The Review was an annual expectation under the Governance Code, which meant that the next one was due in five months' time. JN explained that a formal review, such as this could be undertaken every four years, with a less formal review in the interim years. This was agreed as the best way forward by the Board.</li> </ul>
7.7	<p><b>Appointment of Chair/2<sup>nd</sup> Term</b></p> <p>The GB Board unanimously agreed to appoint SB as the Chair for a second term from the end of his first term in November 2020.</p>
8	<p><b>AOB</b></p>



	<ul style="list-style-type: none"> <li>The GB Board discussed the implications of Badminton Scotland not signing the Memorandum of Understanding. It was confirmed that SB and AC were due to discuss this with Keith Russell. It was assumed that Badminton Scotland were unlikely to sign the MOU and it would be necessary to understand what ramifications this was likely to bring about from UK Sport and the World Class Funding Award. It was agreed that the outcome of the meeting between SB, AC and Keith Russell would be shared informally with the GB Board with a further meeting of the GB Board if necessary. (ACTION: SB/AC) AC updated the GB Board on a conversation he had already had with Keith to try and address the concerns he had around collaboration and information sharing with the four Home Nations. AC explained that it was likely that Badminton Scotland signing the MOU would be a condition of funding with UK Sport and this had been highlighted in the recent Organisational Health Check undertaken by UK Sport on GB Badminton Board. SB felt there was a fundamental issue about where the responsibility for strategic direction should lie, with the four Home Nations or the GB Board and he was unsure this would be resolved with Badminton Scotland.</li> <li>Technical Advisory Group (TAG) was an Olympic focussed group. Consideration was being given to a TAG for the Paralympics and this would be raised at the next meeting. (ACTION: JA/SB)</li> </ul>
<b>8</b>	<p><b>Date of next meeting:</b> 20 May 2021 at 10.30 am. This meeting would be held by Zoom, not face to face.</p>
	<p>There being no other business, the meeting closed at 2 pm.</p>



## Appendix 2: Actions

Reference	Action	Responsible/Lead	Deadline Date
Item 4.1 Minutes of last meeting	The Governance Statement for 2020 to be finalised and added to the website	JN/SW	ASAP
Item 4.2 Matters Arising	GB Board to be notified of outcomes about who will sign the Funding Agreement and considerations around 15% following meeting with UK Sport	AC/JA	Following meeting on 15 January 2021
Item 4.2 Matters Arising	Home Nations' CEO Group to discuss the idea for a British level Championships across the age groups	AC/KA	Next meeting of 4 Home Nations
Item 4.3, Electronic Approval of documents	<ul style="list-style-type: none"> <li>Para-badminton Paralympic Appeals procedure to be changed to reflect the Olympic Appeals Policy</li> <li>The word "fast" to be removed from section 8.1 of the Para-badminton Selection Policy</li> <li>Selection Policies to be published on website, nothing potential extension of qualification dates and caveat that not yet signed off by BOA and BPA and GB Board to be notified when completed.</li> <li>Copies of final Selection Policies to be shared with GB Board</li> </ul>	MB	ASAP
Item 5.1	<ul style="list-style-type: none"> <li>JA Presentation to be circulated with the minutes</li> <li>Flexibility of the four funding streams be discussed with UK Sport at the meeting on 15 January 2021</li> <li>Meeting of the Technical Advisory Group to be convened following UK Sport Meeting</li> <li>Final figure in the finance report to be circulated with the minutes.</li> <li>A budgeted forecast for the first year's delivery to be circulated ahead of the next meeting</li> <li>Total Expenditure lines to be corrected and final content agreed with GF before re-circulation</li> </ul>	SW  AC/JA  JA  MB  MB  MB/GF	With the minutes  15 January  Following 15 Jan  With the minutes  May 2021  Jan/Feb 2021
Item 5.2 Matters arising re Para-badminton Classification	<ul style="list-style-type: none"> <li>GB Board to audit the 15% contributions to ensure not left to LHN</li> <li>Item to be discussed by CEOs of four Home Nations</li> </ul>	GB Board  AC/KA	When detail around 15% known At the next Home Nations CEO meeting

Reference	Action	Responsible/Lead	Deadline Date
Item 7.2 Diversity Action Plan	<ul style="list-style-type: none"> <li>Consistent wording of “GB Badminton” throughout the Plan” and change to the message from our Chair</li> <li>Review of the Plan to strengthen to show greater engagement with Diversity</li> </ul>	SB	ASAP
		SB/PG	When SB/PG available
Item 7.3 Technical Advisory Group Terms of Reference	Final document to be sent and approved at May meeting	GF	May 2021
Item 7.4 Risk Register	<ul style="list-style-type: none"> <li>Values in the column of Financial Impact to be highlighted as per annum</li> <li>Any mitigation for Risk 9 (Lifestyle Support) to be communicated to SB when known.</li> <li>Both new risks to be included in the Register</li> <li>Risk Register to be added to each agenda for discussion around new or changing risks</li> <li>An additional Column to show date of review to the risk to be added</li> </ul>	MB	By May 2021
		MB	
		MB	
		SB/SW	
		MB	
Item 7.6 Chair’s Appraisal Outcome	GF to draft the scope of the Chair for consideration by the Board	GF	May 2021
Item 8 AOB	<ul style="list-style-type: none"> <li>SB/AC to update the GB Board following discussion with Keith Russell on the MoU</li> <li>Consideration of a Technical Advisory Group for Para-badminton to be brought to the May Board meeting</li> </ul>	SB/AC	Following meeting with KR
		JA	May 2021