


Minutes: Board of Directors		 BADMINTON ENGLAND
Date:	24 November 2021	
Time:	11 am	
Venue:	All England Room, NBC, Milton Keynes and via Teams	
In attendance:	Mike Robinson	Chairman
	Jackie Newcombe	Senior Independent (Elected) Director
	Pete Fitzboydon	Interim Chief Executive
	Tosin Akinluyi	Co-opted Director
	Joyce Church	Elected Director
	Nick Cox	Elected Director
	Peter Emptage	Elected Director
	Mark King	Elected Director
	Alison Odell CBE	Elected Director
By Invitation:	Mark Boote	Finance Director
	Giles Dunning	Chief Operating Officer
	Katy Martin	Head of People
	Nick Rimmer	Head of Development
	Mark Beecher	Head of Performance Operations
	Sue Wressell	EA to the Interim Chief Executive (Minutes)
Apologies:	Mike McSweeney	Elected Director

1	INTRODUCTION
1.1	The Chairman welcomed everyone to the meeting.
1.2	To report any new declarations of interest There were no new declarations of interest.
2	GOVERNANCE
2.1	To receive the Performance Culture Check (Walk the Floor) Timeline, Report and Action plan

	<p>The Board received the Timeline, Report and Action Plan and the following points and comments were noted:</p> <ul style="list-style-type: none">• There were eight observations from the report and six recommendations.• The Board discussed and raised amendments to the response to UK Sport that had been provided <p><u>Decision:</u></p> <p>a) The Board approved the Draft Action Plan and Timeline within the Performance Culture Check Report, noting the Action Plan will undergo consultation with numerous stakeholders before finalising.</p>
2.2	<p>To receive a presentation on the Culture Review Plan following the Staff Workshops</p> <p>The Interim Chief Executive provided a presentation which would be circulated with the minutes. The following comments and points were noted:</p> <ul style="list-style-type: none">• The work already undertaken on the High Performing Organisation had been used to feed into the recent Workshops.• The Workshops were predominantly forward-focused, looking for ways we could improve the culture and the way we operate.• While winning medals is an important part of BE's role, a strategy or mission that solely focuses on this would risk not engaging or motivating many staff.• The next steps:<ul style="list-style-type: none">• Focus on values and consider the behaviours that underpin them.• Drawing up a people plan to highlight training and development needs, improve staff inductions and provide alternative options for learning, i.e. secondment and shadowing.• Review what work could be stopped and what could be streamlined through external processes.• Staff recognition systems – spot rewards and acknowledgement of great work. A new HR platform that would allow for staff to give 'kudos' to colleagues.• Working together better – staff are happy to provide support, work allowing but don't know how to assist colleagues.• Middle management to be empowered to take decisions.• A 'Big Ideas Group' was being planned to provide a route for staff to put forward their thoughts of what could be done differently/better.• A further workshop on values and behaviours would be held with staff and it was agreed that a similar workshop would be held with the Board (ACTION: PFB/MR)• A full re-test of the survey was likely to take place within 12 – 18 months and consideration was being given to a partial retest at six months. In the interim, monthly pulse surveys regarding morale would be circulated to staff to assess the mood of the organisation.• The Board were happy with the route taken and next steps outlined. <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>

2.3	<p>To agree the appointment of 'Board Champions' for various roles</p> <p>The Board received the paper and discussed the roles of the different Board Champions. The following Directors were agreed as the Champions in each area:</p> <ul style="list-style-type: none">• Mike McSweeney – Safeguarding• Alison Odell – Anti Doping• Tosin Akinluyi/Jackie Newcombe – Equality, Diversity and Inclusion <p>In addition, the Board received and noted the Anti-Doping Annual Summary of Activity and received a copy of Badminton England's Clean Sport Education Strategy and Implementation Plan</p> <p><u>Decision:</u></p> <p>a) The Board agreed the appointments for the three Board Champions as above.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
	REPORTING
3.1	<p>To receive the Interim Chief Executive's Report and Deliverables update</p> <p>The Board received the Report and the following additional comments/points were noted:</p> <ul style="list-style-type: none">• A positive meeting had been held with Yonex [REDACTED].
3.2	<p>To receive the Management Scorecard and Commentary for Q2</p> <p>The Board received the Management Scorecard and Commentary and the following points and comments were noted:</p> <ul style="list-style-type: none">• The ETCs were noted within Objective 4 and it was recognised that these would need to align with the whole pathway.
3.3	<p>The receive the Q2 Management Accounts and Reforecast for the year</p> <p>The Board received the Accounts, Reforecast and the Finance Director's Report. The following points/comments were noted:</p> <ul style="list-style-type: none">• The financial performance of the NBC continues to be strong.• Money was due in for the Commonwealth Games.• There was a loss of £120k in the H2 Forecast, mainly due to unforeseen expenditure in the first half of the year

	<ul style="list-style-type: none">• The Board agreed that a payment [REDACTED], already included in the forecast, should be made for insurance in case the Yonex All England was to be cancelled, as proposed by the Finance and Risk Board. The decision of when to take out this insurance would be agreed by the Finance and Risk Board Chair and Interim Chief Executive, when raised by the Finance Director. (ACTION: MB/JC/PFB).• The Tax Policy, as proposed by the Finance and Risk Board, was approved. It was noted that appropriate training for relevant members of staff would be undertaken.• A capital plan was being drawn up for the NBC to tackle issues that were starting to appear. A small number of critical issues would need to be addressed urgently. The capital plan would be taken to the February Finance and Risk Board for review. (ACTION: MB) <p><u>Decision:</u></p> <ul style="list-style-type: none">• The Board approved the Q2 Management Accounts
3.4	<p>To receive the Risk Register</p> <p>The Board received and reviewed the Risk Register and noted the following amendments:</p> <ul style="list-style-type: none">• The risk of loss of staffing talent was discussed. Understanding the talent within the organisation and working on how to protect it was key. The Head of People was working on a people plan and would bring this back to the Board in due course. (ACTION: KM) <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
3.5	<p>To receive the Safeguarding Summary Report</p> <p>The Board received the latest Report and noted the cases within. The following points and comments were noted:</p> <ul style="list-style-type: none">• The rise in cases was noted and it was understood that this was due to the return of play. This was being seen in many sports.• Cases were more complex than before and taking more staff time.• Focus was being placed on ensuring each County had a Welfare Officer.
3.6	<p>To receive updates from Advisory Boards/Committees:</p> <p><u>i Finance and Risk Board</u></p> <ul style="list-style-type: none">• The Board noted the paper provided by the Chair of the Finance & Risk Board. <p><u>ii Disciplinary Committee</u></p> <ul style="list-style-type: none">• The Committee met in September to close a case. One case remained open. <p><u>iii EDI Working Group</u></p>

	<ul style="list-style-type: none"> • A full update was given at item 4.4. <p>iv <u>Joint Advisory Boards</u></p> <ul style="list-style-type: none"> • The Advisory Boards had met to jointly consider the scope for the System Review and this was reported under item 4.1
<p>4</p>	<p>STRATEGY</p>
<p>4.1</p>	<p>To receive the final draft of the Scope and Terms of Reference for the Talent Pathway Review</p> <p>The Board received the scope for the Review, which had been renamed the System Review. The following comments were noted:</p> <ul style="list-style-type: none"> • The scope of the Review had been discussed with the Advisory Boards at a joint meeting, which had led to several useful enhancements. • The Terms of Reference would be agreed by the end of November. Steering Group made up of Board, Advisory Board and Interim CEO had met couple of times and were progressing with the scope of the Review. • The work of the project would include a lens of Equality, Diversity and Inclusion across it and this would be made more explicit in the ToRs (ACTION: PFB/NC) • While excluded from the research brief, findings of the Review would be used to inform the ParaBadminton Pathway and grassroots. • It was felt that the scope of the review remained quite medal driven and this would be softened to reflect the wider purpose of improving all levels. • The Terms of Reference were approved by the Board and would be sent to the Advisory Boards for their information (ACTION: PFB/NC) <p><u>Decision:</u></p> <p>a) The Board approved the Terms of Reference for the System Review, and delegated final approval to the Steering Group for minor amends.</p> <p><u>Please refer to the Action Items Register for updated actions (appended).</u></p>
<p>4.2</p>	<p>To receive and approve the Memorandum of Understanding (MoU) for the Four Nations to hosting the BWF Para Badminton World Circuit Grade 2, Level 1 International Tournament</p> <p>The Board received the draft MoU and the following comments and points were noted:</p> <ul style="list-style-type: none"> • The MoU would set out clear financial expectations and liabilities of joint working, and a process for the Four Nations to work together on future projects, not just the BWF Para Badminton Tournament

	<ul style="list-style-type: none">• The Board agreed with the principles of joint working. <p><u>Decision:</u></p> <p>a) The Board approved the Memorandum of Understanding, delegating authority to the Chair and Interim CEO to make non-material changes following consultation with other nations.</p>
4.3	<p>To receive the Return to Play Action Plan</p> <p>The Board received the Plan and the following points and comments were noted:</p> <ul style="list-style-type: none">• Return to Play was gathering strength although there were regional variations and issues were now very localised.• Help was being offered to tournament organisers to run tournaments as those that are being run are over-subscribed.
4.4	<p>EDI Strategy Update</p> <p>The Board received an update on the EDI Strategy Action Plan and the following points were noted:</p> <ul style="list-style-type: none">• The Steering Group had met recently to review the Action Plan.• Progress had been made:<ul style="list-style-type: none">• The Strategy would be launched/published in the New Year in a slimmed down version of the document• A job description of the Inclusion Lead role would be completed for recruitment in the New Year.• Training for Board and staff would be set before Christmas.• The learnings from other NGBs on their ED&I journeys was being sought.• So far 40 people had signed up to be Inclusion Champion. An event at the Yonex All England for the Champions was being set up.• The communications for the Strategy launch were being worked up. It was agreed that Tanya Gilbert should join the ED&I Steering Group.• [REDACTED]• The Board were pleased with the work undertaken so far and thanked Nick Rimmer. <p><u>Please refer to the Action Items Register for updated actions (appended)</u></p>
5	MINUTES and ACTION POINTS

5.1	<p>To approve the minutes of the Board of Directors' meetings held on 30 September and 27 October 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' meetings held on 30 September and 27 October 2021</p>
5.2	<p>To review actions <i>Requiring Attention</i> only contained within the Action Items Register</p> <ul style="list-style-type: none">The new Membership Scheme would be brought back to the Board in January 2022.
5.3	<p>Matters Arising from the Board Meetings of 30 September and 27 October 2021 not notified in advance of the meeting and not included in the agenda.</p> <p>There were no further matters arising.</p>
6	AoB
6.1	<p>Dates of meetings for 2022</p> <p>The Board agreed Option 1 for the dates for the Board meetings in 2022, i.e. every two months. The dates would be confirmed the Board in due course. An overnight, with dinner, would be held twice during the year.</p>
6.2	<p>Board Papers</p> <p>The Board agreed that the new layout of papers, in one document, was preferred. It was suggested that Directors download the full set of papers to their laptop ahead of the meeting to ensure they did not need wifi while in the meeting. This would help with band-width.</p>
6.3	<p>UK Para Championships</p> <p>These were taking place in Sheffield on 10-12 December and all Directors were welcome to attend.</p>
6.4	<p>BWF Para Badminton World Circuit Grade 2, Level 1 International Tournament</p> <p>An update was given on the bid to UK Sport for funding for the four nations' bid to host the Tournament from 2022 to 2025. The Ireland-hosted Tournament, taking place in 2022 had been included in the BWF Schedule of events. It was expected that the England-based Tournament would be included in the Schedule for 2023 but this was not yet confirmed by the BWF and therefore UK Sport funding could not yet be confirmed.</p>

The meeting closed at 4 pm

Future Meetings 2022

To be confirmed in due course.

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
Item 2.1, Performance Culture Check	The Board approved the Action Plan and Timeline in the Report	24 November 2021
Item 2.3, Appointment of Board Champions	The Board agreed the appointments for the Three Board Champions: Mike McSweeney – Safeguarding Alison Odell – Anti Doping Tosin Akinluyi/Jackie Newcombe – Equality, Diversity and Inclusion	24 November 2021
3.2, Q2 Management Accounts	The Board approved the Q1 Management Accounts	24 November 2021
4.1, Scope and Terms of Reference for the System Review	The Board approved the Terms of Reference for the System Review with minor amends	24 November 2021
4.2, MoU for the Four Nations	The Board approved the Memorandum of Understanding	24 November 2021
5.1, Minutes of the 30 September and 27 October 2021 Board meetings	The Board approved the Minutes of 30 September and 27 October 2021	24 November 2021