

Confirmed Minutes: Board of Directors		 BADMINTON ENGLAND
Date:	27 July 2022	
Time:	1 pm	
Venue:	All England Room, NBC, Milton Keynes MK8 9LA & Virtually via Teams	
In attendance:	Mike Robinson	Chair
	Peter Emptage	Elected Director
	Mark King	Elected Director
	Sue Storey	Chief Executive
Virtual	Jackie Newcombe	Senior Independent (Elected) Director
	Mike McSweeney	Elected Director
	James Thomas	Elected Director
	Nick Cox	Elected Director
By Invitation:	Morten Frost	Performance Director
	Craig Russell	Head of Finance
	Nick Rimmer	Head of Development
	Stefan Ljutzkanov	(Item 3.1 only) Pathway Review Session
	Amanda Fry	Interim EA to the Chief Executive (Minutes)
Apologies:	Tosin Akinluyi	Co-opted Director
	Mark Beecher	Head of Performance Operations
	Joyce Church	Elected Director
	Katy Martin	Head of People

1	INTRODUCTION
1.1	<p>The Chair welcomed everyone to the meeting, particularly James for his first board meeting,</p> <p>The Chair thanked Sue and the Executives for changing the nature of the Board papers which are short, focused, open and more balanced, with papers being clear as to where decisions have to be made or discussions needed. In response, the Chair suggested that Board members should try to limit questions to strategic or significant matters and if there are other questions find time outside this meeting with a member of the Executive.</p> <p>There was a spreadsheet of questions for clarification on Board papers which is no longer needed – instead it was agreed that Board members will talk to Executives.</p>

1.2	<p>To report any new declarations of interest</p> <ul style="list-style-type: none">• Mark King declared that he is working with Stefan setting up a company to provide services to the badminton community. <p>There were no other declarations of interest.</p>
2	STANDING ITEMS
2.1	<p><u>Minutes of Meeting held on 25 May 2022</u></p> <p>The Minutes of the Board of Directors' meeting of 25 May 2022 were approved nem com.</p>
	<p><u>Decision:</u></p> <p>The Minutes of the Board of Directors' meeting of 25 May were approved nem com.</p>
2.2	<p><u>Actions Register</u></p> <p>Actions requiring attention were followed up.</p>
2.3	<p><u>Executive Report</u></p> <ul style="list-style-type: none">• The CEO's report was taken as read, with SS highlighting a number of matters.• New EA starts on 5th September and will pick up a governance management role.• Angela has done a fantastic job in Safeguarding since the departure of Emma and SS noted the need for more resource in this area.• The reduction in coaching course attendance is believed to be a result of Covid and more recently, the cost-of-living crisis.• People – SS, KM & MM to discuss the HR Committee's role in the 5 points identified, consider how we measure success and what outcomes do we want to achieve and agree a timeframe for when the People plan should come to the Board. Action: KM/MM MM will set up an autumn HR Committee to input. Action: MM/EA• NBC – [REDACTED] has paid for an architect to do some scoping about how to improve the high-performance environment and what else we could do with it, which would need additional dedicated time and resource. In addition, there has been a suggestion to build an additional community badminton hall that is rented out for income. It was agreed that we need to develop a long-term strategy for the site.• Disciplinary – NR recommended that we needed to refresh the Disciplinary group and Mark King has agreed to come onto this group and in due course, succeed Mr Mann as its chair. We will start a recruitment process for this committee. Action: NR• Regional plans which tie into the role of the counties and facilities remain two important issues to be picked up in September.
3	SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS
3.1	<p><u>Pathway Review Update</u></p> <p>The Chair thanked Stefan for the research and extensive conversations with the badminton community and for putting his report and summary document together, which has already</p>

	<p>stimulated a significant amount of discussion.</p> <ul style="list-style-type: none">• Nick Cox has chaired a steering group which included Mark King to lead the project. The scope was early club play through to the England Junior Programme (“Talent pathway”), with research and surveys and interviews with current players, former players and coaches to get information.• The report shows key findings and many key stakeholders do not feel the pathway is fit for purpose. In talking to people, there has been a significant and at times an emotional response and many of the community expressed a sense of their players being let down• The work undertaken has allowed BE to reconnect with the badminton community, listen and start rebuilding trust. It established interesting themes for debate and we have a “state of the nation” based on fact and which supports the case for change.• A number of key areas have been identified – coach education/engagement, the tournament system and rankings, what part the counties (and others) play, communication and collaboration.• The next step is to find a project manager/driver to lead the planning process. Action: SS/MF• It was agreed that some feedback to all the people who helped contribute was required and whilst we should publish a summary, we should not overly promise at this stage. Action: SS• There were further discussions including the role of grass roots in the pathway and how we include the stakeholders who will deliver the pathway in the journey. It was agreed that the project will require clear focus, particularly as we get to a point of shaping a pathway and explaining what it may look like (creating clear guidelines, establish a clear framework, define phrasing and terms)• Need to re-focus the Advisory Board to give focus and momentum• The project will need good communication. There is a Content and Communications manager in place who works with the Run agency to deliver our social media. The number of staff has increased and we are in the process of recruiting a Content and Communications Assistant to make sure we can deliver.• The Board was supportive of this work and will be the priority at strategy discussions. <p>Stefan left the meeting at 1.47pm</p>
3.2	<p><u>Implications of Whyte Review</u></p> <p>Whilst the Whyte Review concerns British Gymnastics, it raises issues about the sector as a whole. We have looked at the recommendations and have identified areas for improvement, particularly in the areas of safeguarding, coach education and our role (via the Board) for overall governance.</p> <p>JT commented that the paper covers most of the key areas but added:</p> <ol style="list-style-type: none">i. Education – need for ongoing personal development of high performance coaches and the development of human skills of our athletesii. Performance culture – how do you create real clarity around values, beliefs and visible behaviours that underpin the performance culture and how do you regularly assess them?iii. Athletes progress at different rates and are very individual, but there are certain principles that underpin high performance coaching – you don’t have to align to

	<p>technical models but some of those principles of how you get the best out of athletes, how you develop a sense of high challenge and get high support that everyone can agree on and develop something that is very clear around principles of high performance coaching, so athletes understand it, coaches can buy into it and everyone can be held to account.</p> <p>iv. How does the Board understand the views of past and present athletes and how does the organisation's governance structure allow for and encourage it?</p> <p>v. A big focus around the Whyte Review was 'coach wrong doing' but the approach to coach suspension as a neutral act had a huge implication on the coaching community and the relationship with the NGB which will be damaging for a long time – how best do we manage support for coaches and make them feel valued and also have the right safeguarding procedures in place?</p> <p>It was noted that:</p> <ul style="list-style-type: none">• Safeguarding Manager starts in a couple of weeks. Education of those involved in the sport (particularly safeguarding officers and coaches) needs to be given a higher priority.• Athlete rep would be invited to the next Board meeting in September. Action: SS/EA• Safeguarding is something we all have to take responsibility for and be aware of in the environment we are in and aware of the unintended consequences of not taking action. We deal with cases when they come up – our safeguarding measures are to deal with problems. We need to create an environment to prevent problems before they become problems, focus on quality assurance, coach education and need a positive environment where more people will play and more people will stay in the game. In that context, it was noted that some counties (and clubs) still do not have a welfare officer. Action: NR• It was agreed that we will need to allocate more resource to this. This needs to come out of funding applications for additional annual investment into safeguarding and coach education/development of approximately £100,000. Action: SS/NR• The Board will need to undertake an online training programme (if possible) before the next Board Meeting. Action: NR <p><u>Decision:</u></p> <p>a) Board supports increased spend on a more pro-active approach to safeguarding (and asked the CEO to determine how we fund this additional activity)</p>
3.3	<p><u>BE Strategy</u></p> <p>The Board discussed the approach to strategy, given the work undertaken previously by the COO. The CEO recommended that we adopt a new strategy for badminton in England, given the scale of change required, which the Board agreed. An overnight Board strategy meeting was confirmed for September.</p> <p>During the discussions, it was agreed that:</p> <ul style="list-style-type: none">• the organisation's effectiveness work and changing culture remain critical• investment into talent and developing the pathway was a priority for investment• creating the right high performance environment is a better description of our strategic intent, rather than specifying medal targets (so the Board to measure progress rather than outcome).• Need to discuss vision and purpose.• Volunteers – need to think about how we engage.

	<p><u>Decision:</u></p> <p>The Board agreed that the outcome from strategy discussions would be presented as a new strategy.</p>
3.5	<p><u>Performance Structure</u></p> <p>Structure</p> <ul style="list-style-type: none"> • Outcomes of the review of the high-performance system were outlined by MF to the Board • This is a long-term plan to achieve success • There will be new levels to the pathway, being the National Squad, Futures and Development. • We will introduce Men’s and Women’s singles squads. <p>The key points were</p> <ul style="list-style-type: none"> • National Squad members will be able to train anywhere. Futures and Development players need to be at NBC three times a week. Full performance support to be provided. • Dual careers will be part of the system, so players can go to University and still be part of the National Squad. • There will be an ongoing coach development programme. • Some restructuring of the coaching structure will also be required and the Board approved the requested cost (worst case scenario). • The new proposals have received support from a number of players impacted. • There was discussion about the need to develop a way of generating income to put to supporting young people who can’t afford to be part of the pathway • The Board agreed with the new structure. <p><u>Decision:</u></p> <ol style="list-style-type: none"> a. Board approved the proposed structure b. The Board approved the requested cost – if more was needed it would need to come back to the Chair
4	UPDATES
4.1	<p><u>Q1 – Management Commentary</u></p> <ul style="list-style-type: none"> • NR and the Executive have pulled together a format of reporting which will come back every quarter. This will cover quarterly performance and will focus on areas that we are struggling to deliver, the likely outcomes, along with proposed remedial action. Action: NR • Green (on track) – needs explanations to give the Board confidence as to scoring and noted that green should not be used where an activity/event has not happened. • Q1 accounts will be out early September and will be circulated. Action: CR
4.2	<p><u>Equality, Diversity & Inclusion</u></p> <p>The Board approved the EDI strategy in September 2021. The Board paper provided an update.</p>

	<p>EDI was a focus of the recent all staff briefing and Helen Richardson Walsh was a keynote speaker. JN suggested sending out the work that Aleshia Challands presented as a summary document to the Board. Action: NR</p> <ul style="list-style-type: none"> • MR asked that we progress EDI education as quickly as possible. Language and terminology glossary will be attached to the minutes. Action: NR/EA • A member of the EDI Committee has volunteered to spend more time with Leanne, offering a session a month.
4.3	<p><u>Commonwealth Games</u></p> <ul style="list-style-type: none"> • There is an amount of Commonwealth Games legacy funding from Sport England, aimed at people from ethnically diverse and deprived communities in Birmingham, for training and helping them deliver badminton in their communities. This is a project through to 2023. • Commonwealth Games - we have two sets of 'Have a go' activities at the Games – one in the hall where badminton is taking place which is a mix of racket activities and other things and then the World Federation promoting the game • [REDACTED]
4.4	<p><u>Job evaluation</u></p> <p>KM has been doing a lot of work on this - managers worked with staff to identify the roles, responsibilities and accountabilities (but not the capabilities or competencies of the person). The roles were benchmarked across a whole range of organisations to come up with proposed grades of what each role will be.</p> <ul style="list-style-type: none"> • Next task is to do some moderation around that. • Identify how that will reflect in the pay structure (eg an A-F or 1-6 structure) • The Board to decide where they want to sit as an organisation in terms of the pay strategy. Salaries will not be reduced if people are earning more than the grade but will potentially result in limited future increases and if that person leaves, will go back to the original grading and pay structure. • This will lead to a new pay policy and new job descriptions. • It was agreed that implementation will ultimately depend on affordability. Adopting a mid-range policy would result in an increase of around £15K in our overall salaries • MM will get the HR Committee to support KM on this. Action: MM/KM • Development piece is still missing. Need to put this in place to give people additional skills relevant to their roles.
4.5	<p><u>Updates from Advisory Board and Steering Group Chairs (by exception/as required)</u></p> <p>Most of these had been covered earlier in the agenda.</p> <p>Commercial/All England Group:</p> <ul style="list-style-type: none"> • [REDACTED] • CEO had proposed using Oaks Consultancy to support us in developing a commercial strategy and source additional commercial revenue. JN & MM to meet Oaks to agree their appointment. Action: EA

	<ul style="list-style-type: none"> JN asked CR when we will know the situation with the Sport England Commercial monies. CR to report back. Action: CR
5	ADMINISTRATIVE
5.1	<p><u>Future Board Meetings</u></p> <ul style="list-style-type: none"> TBC: Board/TMT half day session (High Performing Board) 27 & 28 September: 2-day Board Meeting and Strategy session 30 November (1.00 – 5.00): Board meeting
5.2	<p><u>Other representative duties</u></p> <p>MR would like to introduce a schedule of representative tasks (being either events or other meetings which the President, V-Ps and/or directors may get involved to represent BE in terms of medal presentations and talking to the local badminton community) from September. Action: MR/NR</p>
6	<p>ANY OTHER BUSINESS</p> <p>PE asked about letters from U11 & U13 parents - SS response that she went back to group of parents and tied it in with the talent pathway review.</p> <p>There was no other business</p> <p>Executive team members (MF, NR & CR) left the meeting at 4.00 pm</p>
3.4	<p>BOARD MEMBERS ONLY</p> <p><u>CEO reflections on structure</u></p> <p>SS gave a presentation (which will be distributed to Board members only). Action: EA</p> <p>The meeting ended at 4.35pm</p>

Future Meetings 2022

28 September – overnight on 27th and 9 am start

30 November – 1 pm start

Decision Summary:

Reference	Board of Directors Decision	Agreed Date
2.1 Minutes of Meeting held on 25 th May	Board approved Minutes of Meeting held on 25 th May 2022	
3.2 Whyte review	Board supports increased spend on a more pro-active approach to safeguarding (and asked the CEO to determine how we fund this additional activity)	

3.3. BE Strategy	The Board agreed that the outcome from strategy discussions would be presented as a new strategy.	
3.5 Performance structure	Board approved the proposed structure Board approved the requested cost – if more was needed it would need to come back to the Chair	

Action register

The following items were added to the action register:

Reference	Agreed action	Responsibility
2.3 Executive Report	People plan (and other actions) to be considered prior to presentation to Board Set up HR Committee Refresh Disciplinary Committee	KM/MM KM/MM NR
3.2 Implications of Whyte Review	Athlete rep to be invited to Sept Meeting Focus on Quality Assurance & Coach Education Consider how to fund additional investment into safeguarding Online training programme for Board before Sept Meeting	SS/EA NR SS/NR NR
4.1 Q1 Management Commentary	Q1 accounts will be out early September Format of quarterly scorecard to be confirmed	CR NR
4.2 Equality, Diversity & Inclusion	Presentation from Aleshia Challands/Language and terminology glossary will be sent to Board	NR/EA
4.4. Job Evaluation	New Pay Policy & Job Description - HR Committee set up	KM/MM
4.5 Updates from Advisory Board & Steering Groups	Set up meeting with Oaks Consultancy	EA
5.2 Administrative	Prepare list of events or other meetings and allocate to Directors, President and VP	MR/NR