


Board of Directors

18 January 2023

Confirmed Minutes

Badminton England Board		 BADMINTON ENGLAND
CONFIRMED MINUTES		
Date:	Wednesday 18 January 2023	
Time:	1pm	
Venue:	All England Room, National Badminton Centre, Milton Keynes	
In attendance:	Mike Robinson (MR)	Chairman
	Jackie Newcombe (JN)	Senior Independent Director
	Sue Storey (SS)	Chief Executive
	Joyce Church (JC)	Elected Director
	Peter Emptage (PE)	Elected Director
	Mark King (MK)	Elected Director
	Mike McSweeney (MMc)	Elected Director
	Tosin Akinluyi (TA)	Co-opted Director
	Mel Wyley (MW)	EA to CEO (Minutes)
By Invitation:	Zach Russ (ZR)	Player Representative
	Morten Frost (MF)	Senior Leadership Team (SLT)
	Jenny Clark (JLC)	
	Alison de Santos (AdS)	Senior Management Team (SMT) (Item 3.2)
	Nick Rimmer (NR)	
	Chris Miller (CM)	Safeguarding Manager (Item 3.3)
	Victoria Brown	
	Kate Ball	
	Kate Ball	BDO (as an observer)
Apologies:	Nick Cox	Elected Director
	James Thomas	Elected Director
	Katy Martin	SMT

1	INTRODUCTION
1.1	<p>Welcome by the Chair</p> <p>The Chair thanked everyone for their attendance. The Chairman thanked the Board for all the well wishes whilst he has been away.</p> <p>Zach Russ was welcomed as Player Representative.</p> <p>Kate Ball was welcomed from BDO as an observer; Kate is leading our UK Sport and Sport England commissioned governance and finance review.</p> <p>SLT member Alison de Santos was welcomed to her first Board meeting.</p>

1.2	Declarations of Interest
2	STANDING ITEMS
2.1	<p>The minutes of the meeting 28 November 2022 were confirmed.</p> <p>A subsequent Board call took place on Thursday 8th December 2022 to discuss</p> <ul style="list-style-type: none"> - Decision on Badminton Pathway –this is the action from the last board meeting on next steps for this area. - Decision on Employee A – SS presented options available. - Communications approval process – SS updated on current issues and present the new approval process for comms. <p>Decision: all three of these were approved as proposed by SS on 8 December, this meeting recorded those decisions.</p> <p>[REDACTED]</p>
2.2	<p>Actions register</p> <p>People plan will be ready for the next Board meeting. It will be going forward to the HR Committee initially. ACTION: KM</p> <p>In Membership, a team member has left and we are relooking at membership as a whole, in the context of the wider digital strategy. NR confirmed that a Board paper will be prepared for the March meeting and that he will engage with JN and JC before it comes to Board. A staffing plan will also be created as there is a risk of not having the resources for the membership platform and rollover due each year. Given lessons of prior years, we need to ensure the right comms and resources are in place. ACTION: NR</p> <p>Governance groups – SS to propose an appropriate structure to support the strategy, taking account of the potential for some groups to be advising the Board on appropriate courses of action and others to be involved in implementation. ACTION: SS</p> <p>Risk register was discussed at F&R Board. There will be an away day to look again at risk management in the Summer. In the meantime, F&R will ensure that the register covers the principal risks (as required, particularly for year end reporting). ACTION: SS/MW</p> <p>Actions Register will have completed items removed by the next Board. ACTION: MR/MW</p>
2.3	<p>Executive Report</p> <p>The Executive Report was received by the Board and a number of comments/questions were addressed:</p> <ul style="list-style-type: none"> • JN recommended targeting corporate booking agencies (re NBC lodge) ACTION: NR / AR • [REDACTED] NR confirmed we are competitive but at the top end for Milton Keynes, which feels right whilst allowing us to be open and accessible as an NGB, with peak and off-peak rates for courts. NR noted that Andy Royles is putting a longer-term plan together for the

	<p>NBC to create the best environment for staff and players, whilst allow us to generate income, this will consider potential capital projects. ACTION: NR/AR</p> <ul style="list-style-type: none"> • UK Sport architect visiting NBC in w/c 23 January. ACTION: PE to be invited to attend • MK noted concern as to how much the sport is costing to play - competitions and tournaments are getting more expensive to play in and costs are going to stop some people from playing. • NR reported they are in the early stages of reviewing Racket Pack and NR will be discussing with Board members at a future meeting. ACTION: NR
<p>3</p>	<p>SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS</p>
<p>3.1</p>	<p>Budget planning process</p> <p>AdS was keen to gauge the Board’s view of what the 2023/24 should deliver in financial terms and where the priorities lie (eg what is the appetite of going into reserves at this point, considering we have two more years before the end of the grant cycle). It was noted that we need to update the reserves policy (for changes to YAE operating costs). ACTION: JC/AdS</p> <p>[REDACTED] is very reluctant to use reserves for budget relieving. If there is a genuine capex request, then he wouldn’t be averse to investing as long as not operating cost/budget relieving. [REDACTED] cost needs to be back end loaded as far as possible to allow maximum flexibility until strategic priorities are agreed. In addition, budgeted costs needs scrutiny from CEO/FC to make sure we are only spending on what we absolutely need to until the strategy is agreed.</p> <p>AdS noted that FRAC had reviewed the H2 reforecast and there have been increased event costs, settlements and increased inflation in FY23, however it is expected that when an awaited grant is received, we should be close to a breakeven position. JC agreed that 2023 breakeven is a good position.</p> <p>FY24 is currently estimating a [REDACTED] deficit (prior to actions to remedy). The YAE will deliver a reduced level of profitability and there will be no BWF World Tour profit share this year (re 2021). Employee costs are increasing. NBC will see little growth because they need significant investment to grow the space. Commercial opportunities are limited for FY24. We need investment in safeguarding, digital performance and people training. [REDACTED] We need to look longer term than FY24, to make sure we have the reserves going forward to fund any strategic investments we want to make.</p> <p>JC noted that when we did the budget last year, it was showing a deteriorating trend for the next 4/5 years. Funding isn’t growing with inflation [REDACTED]. SS reported the NGB CEO group is putting pressure on government to see what help we can get in the current environment, however the view of the group is not that hopeful of receiving more money from government.</p> <p>[REDACTED]</p> <p>[REDACTED] Everyone is having to travel to play in overseas leagues and coach in the evenings to get paid, which impacts training. Having a (commercially robust) national badminton league is one potential way that we can make it more sustainable for players between ages 20-25. Many players who have high potential are being lost around these ages. We are the only top European country without such a league.</p>

	<p>SS explained other countries have franchised leagues. Clubs in the league seek their own sponsorship and build a team based on how much money they have. JC suggested we need to build a business case and model it and scope of if its feasible to include in the strategy.</p> <p>It was noted that [REDACTED] will be joining the budget meetings.</p>
3.2	<p>Strategy development</p> <p>NR talked through a presentation on Strategy development and ran through success factors and key activities by pillar, key priorities and proposed next steps.</p> <p>The Board were supportive of the direction of travel and encouraged the SLT to keep the momentum going and continue with the work to make the plans for each pillar more specific and more focused.</p> <p>MMc suggested we reduce the number of success factors – if we can’t measure it, should we do it?</p> <p>Specific comments and questions were raised about each pillar and included how to professionalise the sport (making coaching more viable), whether we should have numbers of medals as a target (UK Sport still include specific targets) and the need to create a player environment that can sustain the lifestyle of maintaining professional athletes.</p> <p>NR reported next steps are for each group to meet again to flesh out the how. It was agreed that there would be a further update at the March Board ACTION: NR</p> <p>SS reported we need to make sure the community is inspired to be involved and work as volunteers to support the delivery of the strategy, through the feel and tone of our communications about strategy. JN felt by explaining the thought process of how and why we got here and how it applies to each stakeholder in their area, the community should be engaged.</p> <p>MMc feels confident in the place we have got to. It is positive and engaging for the whole community. We should feel confident about driving this forward. Once we open up for comment and collect feedback, people expect action on that feedback. SS reported we have invited people to engage already, our listening has involved the community and speaking to key people. We said we would go to key influencers during the consultation, however we felt that we needed to add in some geographical consultation too.</p> <p>JLC asked whether we had money dedicated to the development of the strategy (for publication) as there is no space in the marketing budget as it currently stands. MR proposed that in the first instance, the SLT should repurpose or, if FY24, consider in the context of the budget.</p> <p>Thanks were given by the Chairman to all those who have contributed thus far and continue to contribute to the strategy.</p>
3.3	<p>Safeguarding strategy</p> <p>Victoria Brown, Safeguarding Manager was welcomed to the Board.</p> <p>VB noted we agreed in November to be a more proactive NGB in this area and that UK Sport & Sport England have reported on their review of the Whyte Review, giving 19 commitments to be safe and inclusive for all. VB is satisfied with the commitments and that they are consistent with our own existing or planned standards.</p>

	<p>Safeguarding is an enabling function; it influences other areas of work within the organisation. Our 3-year plan needs to hold us to account. VB asked for any questions from the Board.</p> <p>MMc reported that Board members really need to focus and understand the 10 KPI's put in place, which should be a standing Board item. If we are buying into these KPI and need to understand and be open to what that might be. The safeguarding strategy is non-negotiable, but we would need time on those KPIs to really understand what we mean by them, how do they help shape our network. We should be getting more exposure as to what is happening in the community. It will help us improve the sport and move forward. ACTION: MW will add to BOD agenda as standing item.</p> <p>VB explained an extra person as a resource is what is required, so we can get out and train the community and begin enforcing those standards. The community will then understand why those measures are in place. The board praised VB for an excellent piece of work.</p> <p>MK asked what defines a club as different settings can look like a club. NR is looking into this.</p> <p>Decision: The strategy was approved but financing requires further budget discussion.</p>
3.4	<p>Junior Performance Programme</p> <p>MF presented his proposal to start small scale regional hubs as part of the Performance programme. The proposal is to build a better foundation for how young players progress to the senior programme, starting with two regional hubs (North and South), with the potential to increase both the number and geographical coverage over time. MF confirmed that the 3rd hub at the NBC was starting today.</p> <p>MF noted that this proposal can be financed within existing Sport England funding. We will approach Sport England in future to seek additional funding for further centres.</p> <p>JT had confirmed his support prior to the meeting. PE asked whether we needed to establish criteria to recognise training environments, although this was not felt necessary in the short term. MK suggested the challenge to scale this is that it needs the right business model to break even and become part of a structure that self-finances.</p> <p>Decision: The proposal was approved (subject to confirmation of financing).</p>
3.5	<p>Peter Emptage BEC Nomination</p> <p>PE was asked to leave the Board meeting temporarily.</p> <p>Badminton Europe wrote to ask for candidates to be nominated to the Badminton Europe Board. Peter Emptage expressed interest and the Home Nations have agreed to support. PE has great connections with the masters circuit, many are active in European MAs/the Badminton Europe Board. UK Sport are happy to contribute to funding Peter's progress into that role.</p> <p>Decision: The Board approved Peter Emptage's nomination to BEC.</p> <p>ACTION: SS to send nomination to BEC.</p> <p>PE returned to the Board meeting and reported that Joao Matos asked PE to present MR with a plaque thanking him for services to Badminton Europe and helping them achieve their goals. This was presented.</p>

4	UPDATES
4.1	<p>Updates from Advisory Boards and Steering Groups</p> <p>None to receive.</p>
4.2	<p>Q3 Management Commentary</p> <p>Received.</p>
5	<p>ANY OTHER BUSINESS</p> <p>Player representative Chloe Birch had provided data about where players have interest in the business of Badminton England, which has been circulated to the board and SMT. ACTION: SS to review with SLT/SMT</p> <p>JLC reported an initial meeting about social media this week with athletes and YAE.</p> <p>SMT, SLT members and Player Representative were thanked for their input and asked to leave the meeting, except SS and MF.</p> <p>[REDACTED]</p> <p>ACTION: [REDACTED]</p> <p>ACTION: [REDACTED]</p> <p>MF left the meeting.</p> <p>The CEO tabled a paper proposing to make the interim director positions on SLT permanent.</p> <p>Decision: The Board approved these being made permanent positions and agreed that the 3 current incumbents of the roles to be offered the roles and permanently appointed to them, as allowed by discretion within the HR policy.</p>
6	<p>NEXT MEETING: Wednesday 1st March 2023</p>
7	INDEPENDENT DIRECTORS' PRIVATE SESSION