


Board of Directors

22 May 2023

Draft Minutes

Badminton England Board		 BADMINTON ENGLAND
MINUTES		
Date:	Monday 22 May 2023	
Time:	10am Arrival for 10.30 start 12pm Lunch 1pm Meeting resumes	
Venue:	All England Room, National Badminton Centre, Milton Keynes and Teams	
In person:	Mike Robinson	Chairman
	Jackie Newcombe	Senior Independent Director
	Sue Storey	Chief Executive
	Mark King	Elected Director
	Mike McSweeney	Elected Director
	Mel Wyley	EA to CEO (Minutes)
By Invitation:	Nick Rimmer	Senior Leadership Team
	Jenny Clark	Senior Leadership Team
	Morten Frost	Senior Leadership Team
	Rose Butterworth	Senior Leadership Team
Attendance online from 1pm:	James Thomas	Elected Director
	Joyce Church	Elected Director
	Chloe Birch	Player Representative
Apologies:	Peter Emptage	Elected Director

1	INTRODUCTION
1.1	<p>Welcome by the Chair</p> <p>The Chair welcomed the Board members and reported two Board members and the Player Representative would be attending the afternoon session only from 1.00 and that the Player Representative would not be present for items 2, 5.2 and 6.1 due to the papers being of either a sensitive nature or are a direct conflict of interest.</p> <p>The Chair reported that Nick Cox and Tosin Akinluyi have stepped down from the Board. The Board wished to minute thanks to both directors for their contributions whilst at Badminton England.</p>
1.2	<p>Confirmation of Board declaration of interest forms completed, noting the following additional interests:</p> <p>[REDACTED] [REDACTED]</p>

	<p>SLT confirmations to be completed by AGM.</p> <p>ACTION: MW/SLT</p>
2.	STRATEGY REVIEW
2.1	<p>Strategy Review May 2023</p> <p>The Board received BOD.22052023.P7 and BOD.22052023.P8.</p> <p>There was a good discussion about the strategy and a number of points were discussed, including:</p> <ul style="list-style-type: none"> - 3 Strategic Principles - agreed Young People and EDI, but consider changing Digital to Innovation - Consider how we shift the balance from a volunteer base to many more people within the community who can sustain an income from (and drive) the sport (eg competition organisers, coaches and people who will develop the sport, being paid for their work from what they do) - Importance of community (as well as major) events to Inspire - Developing coaches more to be enablers and develop the sport - Need to ensure our consultation and communications ensure everyone feels they are contributing to our overall strategic principles - Agreed with the change from 6 to 5 strategic pillars - Values - the Board had some reflections about the values, agreeing with Include Intentionally, Play for Each Other and Do Today Brilliantly, however felt that Do What Matters needed some work, feeling that it was too corporate, and we should be putting the sport before the organisation and personal agendas. It was agreed that the values would be taken back to the staff group and then confirmed the final wording with the Board. <p>The Board agreed with the direction of travel and confirmed that the SLT should continue with their plans for consultation.</p>
3.	<p>NON-EXECUTIVE DIRECTORS SESSION</p> <p>Due to continued conversation on item 2.1, there was no Non-Executive Directors session. The first part of the meeting concluded at 12.40pm.</p>
	LUNCH
4	STANDING ITEMS
4.1	<p>The meeting resumed at 1pm.</p> <p>The minutes of the Board of Directors meeting held on 1 March 2023 (BOD.010323.Draft) were confirmed as a true and accurate record.</p> <p>The minutes of the Board of Directors call held on 26 April 2023 (BOD.260423.Draft) were confirmed as a true and accurate record.</p>
4.2 10 mins	<p>Actions register</p> <p>ACTION: Update for actions from 26 April Board call and recirculate the register. Owners of actions to update with timescales by next meeting. MW/SS.</p>

4.3 10 mins	<p>Executive Report</p> <p>The Board received BOD.22052023.P1.</p> <p>The Board was pleased to note that membership at the NBC gym has increased. The gym is comparatively cheap in the area with free parking. The plan is to relaunch a marketing plan for the gym with new equipment by the end of 2023. ACTION: NR to investigate whether gym equipment can be donated.</p> <p>BE Membership levels are still below pre-Covid levels. The Board asked whether they could see the Junior/Seniors membership split. ACTION: NR to report to next Board.</p>
4.4 10 mins	<p>Management commentary 2022/23</p> <p>The Board received BOD.22052023.P2.</p> <p>The Chair felt this was helpful and gave a sense of what we achieved during the year.</p> <p>The Board asked if active coaches could be split by volunteer coach/paid coach. It was confirmed this will be possible with the proposed changes to membership.</p>
5	SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS
5.1	<p>Business Plan 23/24</p> <p>The Board received BOD.22052023.P3.</p> <p>The Chair explained this was the first draft of these objectives, which cover a 6–9-month period this year until the strategy is launched. They need to be made SMART. ACTION: SLT to amend to be more specific and add targets</p> <p>SS reported this is the direction of travel and these are the objectives we are focusing on whilst finishing developing the strategy. These will fill feed into team objectives, teams will then identify who does what. This process will be defined when developing the strategy.</p> <p>The Board asked if there is a list of ‘wants’ alongside these other objectives. SS confirmed the plan is not at that level of detail yet. This is aimed at being a one-year action plan versus a longer-term strategy. The NBC, for example, is part of the long-term strategic plan.</p> <p>The Board discussed YAE and measuring feedback from spectators. A survey was done this year, so there is a baseline for feedback now.</p> <p>Retenders for YAE were discussed as a better objective than achieving budget expectations. SS confirmed there are significant budget challenges for 2024 as many 2023 suppliers costs were set at pre-Covid levels, now we need to retender our suppliers and negotiate costs but in the current climate and with the increase costs of the event this will be very challenging for 2024, hence why the budget expectations was included. The Board asked that retendering significant contracts be included in the objectives.</p> <p>The Chair of the Finance and Risk Committee commented that risk management should be given more prominence and there should be more business partnering with the finance team to</p>

	<p>ensure maximizing profit across the organisation. We should include EDI and Marketing and communications objectives within the plan.</p> <p>The Chair noted that Performance was in this plan and in the strategy. He suggested that objectives for the England Performance and Junior Performance programmes needed to be included, to sit alongside objectives for the Olympic and Para Olympic programmes.</p> <p>JT noted that he agreed a new reporting format with MF/MB for the next Board report and commented it was more aligned as to what the GB Board receive.</p> <p>ACTION: More detailed comments on this plan to be sent to NR and SS by Friday 26th May. SS/SLT to get these updated within June in more specific and measurable format for the next Board meeting.</p>
5.2	<p>BDO Governance and Finance Reports</p> <p>The Board received 'Response to BDO and draft action plans' BOD.22052023.P4</p> <p>[REDACTED]</p>
5.3	<p>Annual Report</p> <p>The board received BOD.22052023.P5.</p> <p>The Chair explained there were two parts to this – the annual report document that is relatively operational in nature and the statutory accounts (see 5.4).</p> <p>NR reported the annual report is not quite complete but would like comments on messaging and anything that is appropriate to feedback on. It is an internal document currently, that has not had a proof-read and that process will take place. There are a few gaps awaiting information. Final approvals will be delegated to a subgroup. This must be completed before the end of the first week of June, in order to comply with our Articles for sending papers to AGM delegates.</p> <p>Board members made the following comments on the report:</p> <ul style="list-style-type: none"> - Ensure obvious language is used. - SS report to be included. - Include pie charts with money and grants, then money and how we spend it. - Should sustainability be included? - The design work by Lucy Wilson was commended. - Put key messages in red colour panels to stand out. - Include information about primary schools. <p>The Chair noted that new junior club numbers seemed to be low. NR explained that's the results of current low investment.</p> <p>The player representative reported that players on the singles programme must be at NBC full time (not part time). ACTION: NR will rectify.</p> <p>ACTION: The Board delegated final approval of the Annual Report to a sub-committee comprising SS and MR.</p>

5.4	<p>Year-end report (for approval (*)/discussion)</p> <p>RB reported an additional FRAC meeting to review the final accounts on 1st June 2023. The depreciation issue has been resolved, having had discussion there is no adjustment to the accounts. The internal charge on NBC has no impact on our overall surplus.</p> <p>RB reported the auditors' view was of accounts in good order and they had no concerns within the recommendations. The compliance actions will be added into the main action plan so two reports come together.</p> <p>The risk management process has operated but we are required to make a statement that risk management has worked in an appropriate way throughout year. The view of FRAC was that a review happened at a high level in Feb 2023, followed by a team leaders review in March, but out of that there was more work needing to be done. This has gone into an internal controls document, to accompany that there is the certificate of compliance which SS will sign and bring to Board. The SLT would be meeting to discuss their proposed approach to risk management prior to the next Board meeting.</p> <p>ACTION: Update from SLT on risk management for next Board meeting. SS/SLT</p> <p>RB reported we have a 12-month cashflow forecast based on rolling budget, and at no point is there any expectation we will be in breach with treasury reserves.</p> <p>The report from F&R Board Chair was received and noted.</p> <p>ACTION: The Board delegated final approval of the statutory accounts (including risk management and internal controls statement, going concern and the auditors' letter of representation) to a sub-committee comprising SS and MR.</p>
5.5	<p>Policies</p> <ul style="list-style-type: none"> - Treasury - Reserves <p><i>Papers included are from March 2023 Board folder, where F&R put them forward for recommendation.</i></p> <p>The Board received these recirculated papers which were then APPROVED.</p>
6	UPDATES
6.1	<p>Performance Update Presentation</p> <p>MF gave a presentation on Performance.</p> <p>ACTION: JT/SS meeting with player reps to be arranged.</p>
6.2 30 mins	<p>Updates from Advisory Boards and Steering Groups</p> <p>The Board received <i>Nominations Committee</i> BOD.22052023.P4.</p> <p>The Board received <i>Player Development Board</i> BOD.22052023.P6.</p> <p>JN reported the EDI committee all came to YAE and became a cohesive group. They are on track with strategy and delivering on time. The key is bringing in potentially new non-exec to help bring us forward.</p>

<p>7</p>	<p>ANY OTHER BUSINESS</p> <p>The Player Rep shared player feedback on the programme before leaving the meeting.</p> <p>ACTION: MF to meet with Player Rep from the meeting before European games.</p> <p>The Board received a tabled paper - GB World Class Programme Paper</p> <p>The Chair reported a discussion at GB Board in relation to what disciplinary processes are followed when players are on GB duty as opposed to their own home nation. The paper suggests as lead home nation will use our policy and procedures to deal with a disciplinary situation. In the scenario of a non-England WCP player being disciplined, we would ask a member of the relevant home nations disciplinary to join the committee so there is a reflection back to the player’s home nation.</p> <p>AGREED: The Board agreed the approach in principle but acknowledged that updates to our policy were required to comply with UK Sport requirements and this should be noted in going back to the GB Board.</p> <p>ACTION: This will return as a paper at the next board. MF.</p>
<p>8</p>	<p>NEXT MEETING: Annual General Meeting – 24 June 2023 Board of Directors (NBC) - 26 July 2023 Board of Directors (Sheffield) Overnight with dinner – 26 September 2023</p> <p>Meeting concluded at 4.01pm.</p>