


Board of Directors
21 February 2024
Confirmed Minutes

Badminton England Board of Directors		 BADMINTON ENGLAND
Confirmed Minutes		
Date:	Wednesday 21 February 2024	
Time:	09:00 -16.30	
Venue:	All England Room, National Badminton Centre, Milton Keynes	
In attendance:		
	Peter Emptage	Chair
	Sue Storey	Chief Executive
	Joyce Church	Elected Director
	Mike McSweeney	Elected Director
	Chris Clements	Elected Director
	Kate Aldridge	Elected Director
	George Wood	Elected Director
By Invitation:		
	Mel Wyley	EA to CEO (Minutes)
	Nick Rimmer	Senior Leadership Team
	Jenny Clark	Senior Leadership Team
	Morten Frost	Senior Leadership Team
	Rose Butterworth	Senior Leadership Team
	Chris Miller	Senior Management Team (Item 3.1)
Apologies:		
	Jackie Newcombe	Senior Independent Director
	Mark King	Elected Director
	James Thomas	Elected Director

1	INTRODUCTION
1.1	Welcome by the Chair PE welcomed the board members to the meeting, explaining there was a very full agenda of topics to discuss. PE would like everyone to feel relaxed and contribute, the only constraints being time limits. PE apologised for the papers being late coming out, and PE hoped his first meeting would go well.

	Apologies were received from James Thomas, Mark King and Jackie Newcombe.
1.2	New Declarations of Interest None to record.
2	STANDING ITEMS
2.1	The following minutes were received and approved as a true and accurate record: 6 th December 2023 (in person) BOD.06122023.Minutes 14 th December 2023 (teams call) BOD.14122023.Minutes 18 th January 2024 (teams call) BOD.18012024.Minutes
2.2	Actions register Item 2.2 – The safeguarding training item is ongoing and Mel will arrange dates for those board members who have not completed the training. Item 2.3 – BE have been promoting the NBL ahead of each match and will continue to do so for pilot year, comms commitment will be reviewed for future years. ACTION: PE and MW to review actions register.
2.3	Executive Report BOD.210224.P1 was received. SS invited the board members to ask any questions on the report. MMc – International women’s day. Are we involving our female players in any way as ambassadors/models across the weekend? SS confirmed we were talking about a breakfast network event and anyone in badminton could come along with that. It is before the YAE, and there is a working group involving athletes. MMc reported in football, they are measuring tangibles to achieve outcomes through these types of opportunities. Could we ask an athlete to engage and promote more girls playing. KA asked if we could tie it into the All England? Is there an option of a week’s campaign which could build engagement. JLC spoke about how we could use the day before when we have international player access to link to YAE. JLC to discuss with Comms team. MMc asked is there a cost implication for no commonwealth games? What impact does this have? SS explained that CGF haven’t yet decided. CWG England are discussing and exploring alternatives way to highlight sport with NGB CEO’s. Sport England have confirmed the medal preparation money has been set aside and they need to think about what they do with the money. MMC commended safeguarding reports up 62% which is fantastic. The board recognised the work of Vic Brown and Nick Rimmer. MMc – [REDACTED] [REDACTED] ACTION: JLC to plan a board review of sponsorship categories. GW – interesting point on calibri font from the inclusive comms training.

	<p>GW - Also suggested a correction from the word stagnant to static in the performance part of the executive report.</p> <p>KA – CEO report could be just the priority points as a board member I need to be concerned about. When there is a lot of information, it can be hard to know what the headlines are. Some papers that had bullet points of framework of the main points. Replicating that in the report, making it less operational.</p> <p>ACTION: SS to review and aim to highlight key points at the start of each item throughout the exec report.</p>
3	SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS
3.1	[REDACTED]
3.2	<p>YAE Board Director Event Role BOD. 210224.P2 was received.</p> <p>JLC gave an overview of what was happening and what roles there may be during the week. It's understanding who is there on different days and working with Board members on how they know to support the different teams.</p> <p>[REDACTED]</p>
3.3	<p>Future Governance of Badminton England BOD.210224.P3 was received.</p> <ul style="list-style-type: none"> - Role of Chair - Structure of Governance Groups <p>SS explained in the code of sports governance that if NGB's have a vacancy as Chair, they should consider whether to appoint an independent chair. As a result of having a vacancy, we appointed PE as an interim whilst we asked the questions of what we need to do to consider this point. We have an unusual set of articles which has everyone on the board as an independent person who is then elected by the AGM. The question we asked was does our current policy apply. Sport England / UKS and our lawyers have confirmed their view. SS circulated this and apologized for the delay.</p> <p>Our articles and governance policy say that everyone who is recruited for a board role goes through the nominations panel which is an open and transparent process. However, to improve this, we should notify all applicants that they could become Chair.</p> <p>[REDACTED]</p> <p>The board discussed and confirmed who would be sitting on the Nominations Panel for the recruitment process. PE has spoken to a few members of the board, as the previous panel was MR, JN, PE, and confirmed the following people had expressed an interest. Mark King, Joyce Church, George Wood. This would be in addition to Jackie Newcombe who would lead the process as SID. PE asked if other board members were interested in joining the panel.</p> <p>Structure of Governance Groups</p> <p>NR reported the Governance Group were presenting the proposed structure for discussion on the future of our governance groups. There would be 3 levels of groups.</p> <ul style="list-style-type: none"> - Strategic Delivery Level <p>Set of groups that:</p>

	<ul style="list-style-type: none"> ○ lead and the delivery of strategy pillars, (4 groups as combining thrive and develop). ○ cover People and Welfare ○ cover Governance and Compliance. <ul style="list-style-type: none"> - Advisory Groups – to advise the board or the Executive on the topics. - Operational Groups – to advise and support operational delivery on various topics. <p>There was a general view that there were too many groups, and we should try and reduce the number, various suggestions were made and it was agreed that the governance group would consider and then circulate a new structure for approval. There was a view that safeguarding and disciplinary were blue groups rather than yellow. There was discussion about where places could sit, if it's not a separate group.</p> <p>Next steps</p> <ul style="list-style-type: none"> – develop terms of reference for each group. We will develop a rolling programme, so we don't approve everything all at once. – T of R would include how each group will drive, shape and steer, or monitor. T of R need to be clear on the purpose of the group. – Following the governance group, recirculate a new structure. – Once agreed the governance group would advertise and recruit for members for most of the groups. Governance Group to decide which. <p>RB asked do we want colleagues to nominate who would naturally sit where and the workload that's involved and the time commitments.</p> <p>JC asked can we be clear by revenue who is responsible for what. Who is responsible for funding, membership income etc.</p> <p>ACTION: Feedback shared with governance group and then shared with board in the next two to three weeks.</p>
3.4	<p>Budget</p> <p>Report requesting approval of budget for 2024 / 2025 BOD.210224.P4 was received.</p> <ul style="list-style-type: none"> - Reserves Policy BOD.210224.P5 was received. - Discussion and approval of Master Plan for the National Badminton Centre <p>SS wished to thank all of SLT for their work around this difficult area. We have tried to look at where we will get the most impact and where do we need to look at things differently. We must look at the sport completely differently, as each year less and less money has been coming in and the grant income is static. We have reviewed and developed the budget to align with the requirements of the implementation plan.</p> <p>ACTION: FRAC review cashflow forecast for YAE.</p> <p>ACTION: JC to draft a summary and then working group on NBC investment</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>DECISION: The board approved the budget subject to the following points: [REDACTED]</p>
3.5	<p>Implementation Plan BOD.210224.P6 was received.</p>

	<p>NR opened for questions and feedback. The board felt this had already been discussed at length through the budget discussion.</p> <p>CC asked about going into the next period as well.</p> <p>SS thanked KA who challenged the team on making the KPI's smart and measurable.</p>
3.6	[REDACTED]
3.7	<p>Role of County Badminton Associations BOD.210224.P7 was received.</p> <p>NR explained this was discussed at PDB last week. Under the code, we are required to make sure good governance is cascaded to regional and county level. It is imperative to do work in this area. There is commitment in the strategy about looking at the role of counties and it was felt this commitment should be done via a collaboration between counties and BE, then recommending to the board.</p> <p>The paper is asking for a small group to be set up to cascade governance down to counties. PDB was broadly in agreement with this.</p> <p>GW felt this was an important thing to do, and some counties do welcome the discussion around what is our role. It will hopefully be a mainly positive conversation for us to be doing.</p> <p>CC asked how we make sure all counties are included. KA approached it that those reps for the counties are advertised, and names known to the other CBA's. Make it explicit and a clear part of the person's role as sitting on that group.</p> <p>SS asked is there an academy rep on the subgroup? Counties sometimes feel they struggle due to the growth of academies.</p> <p>SS also raised whether this subgroup should report to Transformation Working group or PDB as this is a big-ticket transformation piece. GW does not mind sitting under the PDB or transformation working group. GW feels if it is just PDB you miss an element of what counties do i.e. talent and performance. NR felt its who is on the group that is the right thing.</p> <p>PE is delighted with what is happening in PDB and it has been rejuvenated and it is much better now, and congratulated GW for his hard work with the group.</p> <p>APPROVED: BOD.210224.P7 was approved.</p> <p>ACTION: The Governance Group to consider if the Counties subgroup should report to TWG or PDB.</p>
4	UPDATES
4.1	<p>Verbal Updates from Advisory Boards and Steering Groups</p> <p><i>Finance and Risk Committee</i></p> <p>JC reported everything is covered other than audit timetable. It is hard work to get audit done in time for AGM especially after a tough budget process and a finance system change. JC requested a change. Normally we take audited accounts to AGM; we send it 3 weeks in advance and sign it straight after board sign off. To get there requires a huge amount of work. JC proposed that the Board reports management accounts to AGM, rather than audited accounts and then publish audited accounts later. SS confirmed that the articles state Audited Accounts should be taken to the AGM, therefore this proposal would breach the articles.</p>

However, SS confirmed she would check if it is possible to push the date of the AGM back for a few weeks. The only concern raised would be how this affects Directors whose tenure is due for renewal.

NR reported we are having the articles reviewed to align with the Code of Sport Governance, this will be reported to the board in May. NR wouldn't want to change them again next year.

JC agreed to take this offline for discussion.

ACTION SS to check if there is a possibility of moving the date of the AGM back and confirm options to board.

ACTION: it was also agreed to add in a line to the articles about taking year end accounts to the AGM and then publishing the audited accounts.

HR Committee

No update. There will be policies coming through to the next meeting in May.

Nominations Committee

- Board to agree how many board members should be appointed.

SS explained our articles allow for 12 members of the board. We are currently at 10. We potentially have 2 vacancies on the board. The Nominations panel needs to consider whether an ex-athlete should have a space on the board. It was confirmed we need to hold a space for the Chair position. Also, Mark King is due for re-election this year, PE to formally confirm if he intends to re-stand.

PE said he had spoken to MMc who would like to stand down in June due to other commitments. Therefore, the nominations panel will need to run a NED recruitment process this year ahead of the AGM.

It was also confirmed that the KA, CC, GW, need to be ratified at the AGM.

There was a discussion about the skills that would be useful for the board, NR confirmed the skills matrix is being updated.

- Safeguarding
- Athlete perspective
- Commercial
- Major events
- Legal
- Financial
- HR / People

KA reminded colleagues of the recommendation from sports resolutions of board getting too involved because of vacancies, and these skills should not be used to cover for lack of staff resources.

ACTION: It was agreed that the nominations panel would consider the suggested gaps list alongside the skills matrix when considering what to advertise for in the new NED(s).

Player Development Board

GW reported working well as a group and thanks to the staff helping pull it all together. National school's championships came up and we feel there is an appetite to grow that. One of the key items is how we can get a commercial package to support that. We would love to see that grow more. There was a discussion around Shuttle Stars and it was positioned at the right level. A key message that came from the board is that there was no pressure in terms of the scale and pace of roll out. Getting it right and growing it was important rather than having to

	<p>come back to us with lots of numbers, but we want it to be good and right a product that grows.</p> <p>Player pathway – Eric Brown will be chairing a task and finish group that will support Ross Reid to define what the player pathway looks like. March 13th PDB members have been invited to YAE.</p> <p><i>EDI</i></p> <p>KA reported the next EDI committee meeting is on Saturday of YAE. That will be great to get together. Interviews next week for two vacant roles on that committee. We went out explicitly looking for badminton experience. We want to tip the balance to being a majority badminton community rather than a 50/50 balance. We are lacking people working in para badminton or with a disability themselves given the large amount of Leanne Browns work on para. We are trying to push the committee to more a workshop style to push things forward. The DIAP action plan that was submitted a while back has had no confirmation so still in draft. It has gone for final approval. KA will then do a high-level overview of how we are tracking against DIAP.</p> <p><i>Disciplinary Committee</i></p> <p>[REDACTED]</p>
<p>5</p>	<p>ANY OTHER BUSINESS</p> <p>MF confirmed that England got a bronze in Poland which was good. England have qualified for the Thomas Cup finals in May in China.</p> <p>KA would like to ask if there is a process or forward calendar on board members going to events and competitions.</p> <p>ACTION: NR to ask competitions team to provide a list of the schedule for the year.</p> <p>SS confirmed that PE and herself had spoken to Derek Batchelor about the role of chair of the honours group. This group will consider English Badminton awards and nominations for King’s honours. It was agreed this is a great role for the President.</p>
<p>6</p>	<p>NEXT MEETING:</p> <p>Wednesday 29 May 2024</p>