


Board of Directors

29 May 2024

Confirmed Minutes

Badminton England Board of Directors		 BADMINTON ENGLAND
Confirmed MINUTES		
Date:	29 May 2024	
Time:	1pm	
Venue:	All England Room, National Badminton Centre, Milton Keynes	
In attendance:	Peter Emptage	Chair
	Jackie Newcombe	Senior Independent Director
	Sue Storey	Chief Executive
	Kate Aldridge	Elected Director
	Mark King	Elected Director
	Mike McSweeney	Elected Director
	James Thomas	Elected Director
	Chris Clements	Elected Director
	Mel Wyley	EA to CEO (Minutes)
By Invitation:	Tal Hewitt	Ernst & Young
	Tom Kingsley	Ernst & Young
	Sally Munday	UK Sport
	Nick Rimmer	Senior Leadership Team
	Jenny Clark	Senior Leadership Team
	Morten Frost	Senior Leadership Team
	Rose Butterworth	Senior Leadership Team
	Sarah Darragh	BE Staff (Item 2.1)
	Mark Bradley	BE Staff (Item 2.1)
	Laura Gabbidon	BE Staff (Item 2.1)
	Mark Beecher	BE Staff (Item 2.1)
	Gene Joyner	Observer
Apologies:	George Wood	
	Joyce Church	

1	INTRODUCTION
1.1	<p>Welcome by the Chair.</p> <p>PE welcomed Sally Munday from UK Sport, Tom Kingsley and Tal Hewitt from Ernst & Young.</p> <p>PE introduced Gene Joyner as an observer to the meeting.</p> <p>PE explained that this was the last Board meeting for MMc, JLC and NR, and thanked them for their contributions to the business.</p>

1.2	Declarations of Interest None were declared.
2	Ernst & Young
2.1	EY Sports engagement index Presentation from Tom Kingsley and Tal Hewitt.
3	STANDING ITEMS
3.1	Following one amendment from KA, the minutes of the Board of Directors held on 21 st February 2024 were approved as a true and accurate record.
3.2	Matters arising Confirmation of decisions made outside of the board meeting: <ul style="list-style-type: none"> - To record that the Board made an electronic decision to ratify the decision to make Peter Emptage the Chair. - [REDACTED] - [REDACTED]
3.3	Actions register The Chair reviewed the actions log and updated the completions.
3.4	Executive Report The following paper was received: BOD.290524.P1
4	System Master Planning - UK Sport
4.1	Presentation by Sally Munday UK Sport
5	SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS
5.1	Election of Chair JN explained we have via email confirmed Peter Emptage as Chair of the Board of Directors.
5.2	Election of new Non-Executive Directors [REDACTED]
5.3	Election of Vice President and Honorary Vice President The Board received the following paper:

	<p>BOD.290524.P2</p> <p>APPROVED: Nomination criteria.</p> <p>APPROVED: Nominations for Honorary Life Vice President election at 2024 AGM.</p> <p>APPROVED: Nomination for Vice President election at 2024 AGM.</p> <p>APPROVED: Nomination of Alison Odell as Vice President for election at the 2024 AGM</p>
5.4	<p>Election of President</p> <p>APPROVED: Nomination of Derek Batchelor for President election at 2024 AGM.</p>
5.5	<p>Governance</p> <p>JT asked about ways of working and the expectations of good discussion and behaviours. Is the flexibility around voting. ACTION NR to make this clearer.</p> <p>MF asked for clarification as to whether it was a decision board or a sounding board for Performance. PE confirmed there will be decisions that have to be made but it is not a sounding board as there are approvals that will go to this board. JT asked for the majority of the discussion to be consultative rather than for approval.</p> <p>MMc will need a replacement for welfare/ safeguarding when he leaves as a Non-Executive after the AGM.</p> <p>KA asked where HR committee sat? PE confirmed it sat under Governance and Compliance.</p> <p>MF asked if the performance department needed a new Physio which group would it go to – SS confirmed the authorisation would be internal and with CEO / SLT, as long as this would be within the budget. If it goes out of budget, then the SLT would discuss initially, and then may support MF to raise it to the performance committee or FRAC depending on the situation. PE explained the framework is there but it needs fine tuning.</p> <p>The following paper was received: BOD.290524.P3</p> <p>The Board APPROVED principles of the governance structure. The Board APPROVED the proposed governance structure.</p> <p>ACTION: JT requested the ToR to approved via email before the next board meeting.</p> <p>The Board APPROVED the principle that all terms of reference will be confirmed at the next Board meeting.</p> <p>The Board APPROVED the review the implementation of the governance structure in May 2025.</p> <p>The following paper was received: BOD.290524.P4</p> <p>[REDACTED]</p>

	<p>The Board APPROVED BOD.290524.P5 revised Articles of Association for approval at the 2024 AGM pending reinstatement of the previous point of board membership at 30% minimum of each gender and aiming to be fully representative of our community.</p> <p>The Board APPROVED BOD.290524.P6 that the Delegated Authority Policy subject to review of financial and contractual limits by the will go back to Finance and Risk Committee</p> <p>The Board APPROVED BOD.290524.P7 the Directors' Code of Conduct</p> <p>The Board APPROVED BOD.290524.P8 the Governance Policy.</p> <p>The Board APPROVED that these should be reviewed all of the above by May 2026 at the latest.</p> <p>The Board APPROVED the Annual Report.</p>
5.6	<p>HR Policies for Approval</p> <p>The Board received the following papers and made the following decisions:</p> <p>The Board APPROVED the People plan BOD.290524.P9.</p> <p>The Board APPROVED the Time off in Lieu (TOIL) Policy BOD.290524.P10</p> <p>The Board APPROVED the Internship Policy BOD.290524.P11.</p> <p>The Board APPROVED the Family Friendly Policy BOD.290524.P12.</p> <p>NR explained in future, the People plan needs to include the wider community to be compliant with the Code of Sports Governance.</p>
5.7	<p>Commercial Partnership Guidelines</p> <p>The Board received the following paper: BOD.290524.P13</p> <p>JLC requested thoughts and comments to be added by the Board.</p> <p>It was discussed whether alcohol should be put in the further consideration bracket for YAE.</p> <p>MMc felt there should be a very clear indication of sign off, around due diligence, the deal memo and how it has been approved to allow those decisions to be yes or no.</p> <p>ACTION: JLC to send final comments to SS.</p>
5.8	<p>Financial Results FY2024:</p> <p>The Board received the following papers:</p> <p>The Board APPROVED the FRAC update BOD.290524.P14.</p> <p>The Board APPROVED the Audit and Financial Statement BOD.290524.P15.</p> <p>The Board APPROVED the Audit Findings Report BOD.290524.P16.</p> <p>The Board APPROVED Going Concern BOD.290524.P17.</p> <p>The Board APPROVED the Risk Register BOD.290524.P18.</p>

	<p>The Board APPROVED the Internal Controls. The Board APPROVED the letter</p> <p>The Board thanked RB, the finance team and the FRAC committee for their fantastic work over the past year in getting the new system set up and a successful audit.</p>
6	UPDATES
6.1	<p>Updates from Advisory Boards and Steering Groups</p> <p><i>HR Committee</i> Mike McSweeney was thanked for chairing this committee during his time at Badminton England.</p> <p><i>Nominations Committee</i> Nothing to add.</p> <p><i>Player Development Board</i></p> <p>George Wood reported:</p> <ul style="list-style-type: none"> • We took reports from the Development Team regarding their current work which were positively received. • The Group enjoyed hearing about the success of restarting the National Schools Championships and the learnings from the event. • The Shuttle Stars Programme development continues to progress - the Board were keen to understand how quality of delivery would be maintained - especially with leisure partners. • The Board reviewed the KPIs that have now been developed on the back of the strategy. We are looking forward to reviewing progress against these that will be reported in the Development report. • The Board received a report on the Pathway Group being chaired by Eric Brown and will have a full session on the outcomes at the next meeting. • The Board received a verbal report on the progress of implementing enhanced mandatory club standards and gave initial feedback on this topic which is an important but challenging one. • The Board recognised the fantastic service given by Nick Rimmer over many years and noted their heartfelt thanks for all he has done and achieved and wished him well with his next steps. <p><i>EDI</i> No update.</p>
7	<p>ANY OTHER BUSINESS</p> <p>GJ asked for a copy of the papers from today's meeting. ACTION: MW to send papers</p> <p>JLC thanked the Board for the opportunities that have been given and the continued support and guidance over the last 18 months. It has been a privilege to be part of the organisation.</p> <p>SS thanked JLC for all her work as Commercial Director. SS also gave thanks to NR for his contribution to the Board as this last Board meeting.</p> <p>SS and PE discussed ways to vote at the international federation meetings. Do we need a mechanism where the Board are consulted for votes or do SS/PE have delegated authority</p>

	<p>to make votes in those situations. Next year will include a BWF Presidential election which will require important discussion.</p> <p>ACTION: For future, a discussion of this would be helpful.</p> <p>MMc thanked the Board for an enjoyable time being a Non-Executive Director.</p> <p>JN apologised for not being available today in person. JN thanked MMc for his work on the Board and wished him all the best.</p>
<p>8</p>	<p>NEXT MEETING:</p> <p>17th July 2024 – Board Meeting NBC.</p> <p>19th July 2024 – Badminton Team GB and Paralympics GB send off.</p> <p>The meeting concluded at 4.59pm.</p>