

Board of Directors
17 July 2024
Confirmed Minutes

Badminton England Board

Confirmed Minutes



Date: 17.07.2024

Time: 1pm

Venue: NBC

In attendance:	Peter Emptage [PE]	Chair
	Jackie Newcombe [JN]	Senior Independent Director
	Sue Storey [SS]	Chief Executive
	James Thomas [JT]	Elected Director (online)
	Gene Joyner (GJ)	Elected Director
	Chris Clements [CC]	Elected Director
	Harley Towler [HT]	Elected Director
By Invitation:	George Wood (GW)	Senior Leadership Team
	Morten Frost [MF]	Senior Leadership Team
	Rose Butterworth [RB]	Senior Leadership Team
	Sam Jamieson (SJ)	Senior Leadership Team
	Ben Nicholson (BN)	Senior Leadership Team
	Mark Beecher [MB]	Head of Performance Operations
	Victoria Brown [VB]	Safeguarding Manager (online item 3.1)
	Julie Pike (JP)	Clubs Manager (online item 3.1)
	Andy Royles (AR)	NBC Manager (item 3.2)
Apologies:	Mel Wyley [MW]	EA to the CEO
	Joyce Church [JC]	Elected Director
	Kate Aldridge [KA]	Elected Director
	Mark King [MK]	Elected Director

1	INTRODUCTION
1.1	Welcome by the Chair The Chair welcomed new SLT and Board members to the meeting.
1.2	Declarations of Interest None received.
2	STANDING ITEMS
2.1	Minutes of Board of Directors meeting held on 29 th May 2024. BOD.29.05.24.Draft were received. JN reported there was an action point to meet EY and discuss working together going forward. SS confirmed this has happened. Following this, the minutes were approved as a true and accurate record. PE explained that the board would like more concise minutes.

2.2	<p>Actions register</p> <p>ACTION: MW/SS/PE will review the actions log, as the meeting was unsure whether they were viewing the correct document.</p>
2.3	<p>Executive Report</p> <p>BOD.170724.P1 was received.</p> <p>SS explained to our new Non-Exec directors the purpose of the executive report.</p> <p>SS drew the boards attention to the Commercial and Engagement Director has been appointed, and Ben Nicholson will start in September, and thanked Ben for taking the time to attend the board meeting.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>ACTION: SS / Linda Freeman to produce a report for the next board meeting.</p>
3	<p>SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS</p>
3.1	<p>Safeguarding Update including Welfare and Safety Champion Role Description</p> <p>VB Safeguarding Manager and JP Clubs Manager presented to the Board some of the proactive work in safeguarding. JP has been engaging with clubs around this topic to ensure consistent messaging.</p> <p>VB reflected on the last 12 months, with the safeguarding strategy being launched and published in June 2023. The commitment from the board was to support that vision and be proactive in our safeguarding function. There are four focus areas: leadership, standards, training and education, and communication.</p> <p>Safeguarding also contributed to the Badminton England Strategy development as keeping our sport safe should be part of all our decision making.</p> <p>We are working with the development team to align the standards to the development fund. The development fund is for clubs to bid for additional resource. A number of clubs have bid to use the money for safeguarding activities, these bids have been well supported. We are visiting clubs that need extra support or those that are doing good things already so we can share best practice and getting that personal connection with the clubs.</p> <p>Safeguarding and well-being week took place in July. We delivered workshops, webinars, new resources, and got staff and the community involved. We showcased what we do and promoted those case stories and the plan is this will build every year.</p> <p>BE were nominated and shortlisted for an award by Lime Culture for the work the team have done in the sport. Unfortunately we did not win but were delighted to be nominated.</p> <p>The next 12 months involve more training, development and delivery of case management. External consultants have put together content for an online course that club welfare officers and other members of the community will need to complete. It will talk towards culture and developing safer environments and feed into club minimum standards in the future.</p>

	<p>We have a Club welfare officer membership offer. That will give clubs free membership for that role and part of that is that they will give us clean data as to who our welfare officers are and ensure they have the training and DBS checks in place.</p> <p>Sports Safeguarding Culture Programme is about leadership roles and looking at the safeguarding culture within their organisation. This will be valuable for us to be involved in, and will help us with planning and identifying areas to work on.</p> <p>Minimum standards will provide a benchmark for good practice that will give those wanting to play or get involved with our sport the confidence that our affiliated clubs are well governed, offer quality coaching/activities and provide safe and inclusive environments for all their members and volunteers. As an NGB we are promoting 1300+ affiliated clubs through our activity finder, with minimal knowledge on the safeguarding measures they adhere to, to promote the welfare of all those involved in our sport.</p> <p>SS supported VB and confirmed we are extremely lucky to have such a great team. We have shifted the emphasis to educating the community. There is training to be done in October with the BE Board and the GB Board.</p> <p>The board were asked to nominate a board champion to cover safeguarding and well-being. It was felt that the board would discuss this outside of the meeting to be able to identify a new well-being champion from within the board. Mike McSweeney previously undertook this role, but he has left the board now, therefore a new champion needs to be identified. ACTION: PE to discuss with board members and seek agreement for a board member to take on this group.</p> <p>GJ asked a question on behalf of his safeguarding officer in Avon, which relates to safeguarding communication to other groups within Badminton England. GJ and VB to discuss outside of the meeting.</p> <p>GW felt JP and VB had done some fantastic work here, he confirmed the Player Development Board would pick up the clubs minimum standards issue .</p> <p>SJ is thrilled to be working with VB. There is important work going on behind the minimum standards and ensuring the safety of people within our sport. SJ asked when the minimum standards are proposed to be mandated? VB confirmed September 2025 so there is a 13-month lead in time. There will be some flexibility from 2025-26 giving clubs time to put the requirements in place. Some member of the community will query and question this and it is so important to have all the board as advocates on this.</p> <p>JN commented that it is so impressive to see what VB has achieved in the past two years. It gives us a lot of confidence.</p> <p>VB and JP left the meeting.</p>
3.2	<p>NBC Development presentation</p> <p>SS presented the NBC development project and confirmed that in order to meet the proposed timescale of launch for January 2025. SS confirmed, as per the action at the last board, FRAC have reviewed the financial and have confirmed that the project financials are robust and offer reasonable assurance the project will deliver. [REDACTED]</p>

	<p>The vision is to improve the facility which has had no investment for many years, and is looking tired. We have the opportunity to make money out of the facility, all money made is used for the sport of badminton, therefore the NBC provides a sustainable income for the sport. Our first priority for the NBC is an elite training centre and the second priority is to maximise commercial potential to support financial sustainability for badminton.</p> <p>The project is being overseen from a governance perspective by a steering group, supported by an operational and a design group, with board members forming part of these groups.</p> <p>[REDACTED]</p> <p>SS explained the plan is to launch in December to target local Milton Keynes people for the usual post Christmas increase in gym use.</p> <p>PE confirmed the overall financials have been approved by the board previously, subject to FRAC reviewing the detail, which they have done. If the project is to be completed on time and launched to hit that window the board need to approve that the project today.</p> <p>APPROVED The Board approved the NBC Development, the use of reserves to fund the project and approved the following papers:</p> <p>BOD.170724.P2 BOD.170724.P3 BOD.170724.P4</p>
3.3	<p>Governance Structure Group update</p> <ul style="list-style-type: none"> - Confirmation of Chairs/NED's /SLT for committees - Terms of Reference (Strategic Pillars) <p>SJ explained the governance group will be a task and finish group to oversee the development of the governance structure that has been previously agreed. This group met to look at terms of reference and to propose the committee members and the SLT/Non-Exec directors who would sit on each group.</p> <p>BOD.170724.P5 was received and APPROVED. This proposed the chair, attending non exec director and the SLT for each committee. It was discussed that MK may need to reduce the chairing of one committee.</p> <p>BOD.170724.P6-P9 were received. SJ explained the purpose was to simplify the terms of reference to make them consistent with one another, but also to make sure each committee has a clear line of sight to the strategy. The responsibility for each committee is to determine the strategic priorities for their area. A point of note is that the terms of reference should be reviewed annually. We have added term lengths for members who are not staff or NED's to give us consistency and an opportunity to development and refreshing the committees. The chair can invite subject matter experts / advisors / staff to attend to support the meetings. They are not voting members. There was discussion of tickets for Yonex All England but it should not sit within the terms of reference but it will be offered to members of the groups. SJ confirmed this would be in the advert/job description for those roles. We have taken the ways of working wording out of the terms of reference and will be a stand alone document for BE. The committee terms of reference confirm that any management and operational groups require board approval.</p>

	<p>JN explained that KA has asked for EDI to be included in each terms of reference. ACTION: SJ to include EDI in all terms of reference.</p> <p>CC raised whether commercial activities would sit within the inspire committee based on what is in the strategy. It shouldn't just be placed on inspire, it sits across the organisation. SJ asked if it is a strategic KPI that would be pulled out across the organisation? SS felt the YAE would sit under inspire. CC felt FRAC were the ones overseeing this. SJ and SS felt commercial should be part of Inspire committee, SJ to discuss with JC.</p> <p>ACTION: JC/SJ to discuss commercial and FRAC.</p> <p>SS asked what the start dates are of these committees. When do the committees change to the new ones? SJ said pending on the approval of the terms of reference – adopted from the first meeting if it's new or the next if its already up and running. GW thought this was from September. It was agreed from September for existing groups and then from when established for the new and revised groups.</p> <p>SJ asked, pending those discussions is the board happy to approve the changes made. This was APPROVED.</p> <p>SJ then asked whether there could be electronic approval of the remaining terms of reference. This was APPROVED.</p>
3.4	<p>GB Disciplinary</p> <p>MB updated the board on progress on GB disciplinary process as was discussed at board in May 2023. As lead home nation BE manages all policies that affect GB athletes and the programme. GB have discussed this and confirmed there agreement subject to BE agreeing. We are seeking a small amendment to the disciplinary policy, when a non-English player is part of the process, a member of that home nation disciplinary committee will be invited to sit on the BE panel to ensure due process and fairness to the athletes from their country, however they will not have a vote.</p> <p>APPROVED: BOD. 170724.P10.</p> <p>Performance Committee Terms of reference MB raised the additions made by JC. JT confirmed agreement but was conscious of language. JT felt the committee should review/built/support items, but the board should approve larger items. The change in language would be review and submit to the board. MF felt it was important to note that the role between MB and MF was a split role and MB was not a full member of the committee. SJ explained that committees could be attended by 'Heads' but they wouldn't have voting rights.</p> <p>ACTION: it was agreed to add to terms of reference BE staff can be invited to attend all committees but would not have voting rights.</p>
4	UPDATES
4.1	<p>Paris 2024</p> <p>MB gave a presentation to the board around Paris 2024.</p> <p>The Olympics team consists of Kirsty Gilmour, Ben Lane and Sean Vendy, with a support team of Mark Beecher, Nathan Robertson, Ingo Kindervater and Tom Hignett.</p>

	<p>The Paralympics team consists of Dan Bethell, Rachel Choong, Jack Shepard and Krysten Coombs, with a support team of Richard Morris, James Boxall, Martin Drabble, Amy Wesson, and Mark Beecher.</p> <p>SS wished to minute thanks for MB work around the badminton competition potential appeal on mens doubles.</p> <p>PE wished good luck for all the support team and athletes heading out to both games.</p>
4.2	<p>Ernst & Young – future updates for board</p> <p>SS explained there had been a presentation from Ernst & Young at the last Board meeting. As a follow up, SS met with the presenters outside the meeting, and they are keen to explore further the potential for badminton.. They want to do a deep dive into that data and what that could mean for badminton participation in the future. SS’s follow up meeting did not cover cost of this work, but there was a willingness on their part to work closer with BE. For them it is a key thing to prove their data and engagement index works. They want to analyse the date further around around badminton. They are looking to repeat the sport index and take feedback into how they do it differently. SS suggested the next stage needed to look at how it engages people, and practical steps out of it.</p> <p>JN reported that this is the division of EY which is new business. They are trying to position themselves as the experts, so they may be pushing money into this area.</p> <p>CC asked if this was UK only and SS confirmed it was. PE explained BWF had done some research into their audience, but it was felt this would be useful to show how Badminton England is being innovative with its data.</p> <p>JN asked whether the BWF was aware of the diversity of the badminton community in the UK.</p> <p>ACTION: SS to arrange a follow up meeting with EY to confirm possible next steps and costs.</p>
4.3	<p>Updates from Advisory Boards and Steering Groups</p> <p><i>Nominations Committee</i> BOD.170724.P11 was received. PE explained we are allowed up to 12 board members including SS, therefore we could appoint 2 more. It was felt the board could keep one slot spare for a particular skill set but we do need to appoint another one. If the recruitment process brings out 2 exceptional candidates, then nominations could appoint 2. SJ explained the board would need to approve the appointment of an additional board member and then delegate to the Nominations Committee to review the skills matrix and run the recruitment process, and determine if 1 or 2 additional members are co-opted (for election at AGM 2025).</p> <p>APPROVED: SJ to update skills matrix, Nominations Committee to run recruitment process and determine whether to co-opted 1 or 2 directors to be elected at the next AGM.</p> <p>PE explained that JC may need to step back from the Chair of FRAC due to time reasons. That should be part of the discussion.</p> <p><i>Player Development Board</i> GW reported the last meeting had reviewed Shuttle Stars, which appears to be on track. The advice from the player development board was not to rush before scaling it. Ensure that leisure operators in particular deliver the programme to our standards. In terms of the pathway, work is</p>

	<p>continuing on the development and promotion of the pathway, Ross Reid is working with a small task and finish group to develop this, who will report back to the PDB on this.</p> <p>In addition, work is continuing on club minimum standards, there needs to be further detailed discussion on this as there are risk attached if clubs do not meet the standards, however the aim is to support clubs and not set standards that are unachievable.</p> <p>GW explained it had been a privilege to Chair the Player Development board, and he is excited to remain on this committee with a group of people who are keen to contribute.</p> <p>PE thanks GW for getting the committee into a great place, which is very positive with members wanting to be involved.</p> <p>EDI Committee</p> <p>SS explained on behalf of KA that the DIAP project is a key piece of work currently. This is a requirement of our funders. [REDACTED]</p>
5	<p>ANY OTHER BUSINESS</p> <p>SJ raised that the articles that were approved at the AGM and need to be uploaded by Companies House, and then sent to BWF.</p> <p>ACTION: SJ to progress articles being uploaded to companies house and sent to BWF.</p> <p>SS reported confidentially we potentially have a senior politician coming to our Team GB send off on Friday.</p> <p>[REDACTED]</p> <p>ACTION: [REDACTED]</p> <p>SS reported Mark Burgess has been appointed as the new GB Badminton Chair, replacing Steve Baddeley in October 2024.</p>
6	<p>NEXT MEETING: 9 October 2024 (Sheffield overnight)</p>