


Board of Directors
30 November 2022
Confirmed Minutes
Redacted

Badminton England Board Confirmed Minutes	 BADMINTON ENGLAND
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Date:	Wednesday 30 November 2022
Time:	1pm
Venue:	All England Room, National Badminton Centre, Milton Keynes and Teams

In attendance	Jackie Newcombe (JN)	Senior Independent Director (Chairperson)
	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
	James Thomas (JT)	Elected Director
	Katy Martin (KM)	Head of People
	Jenny Clark (JLC)	Commercial Director
	Morten Frost (MF)	Performance Director
	Mark Beecher (MB)	Head of Performance Operations
	Nick Rimmer (NR)	Director of Operations
	Mel Wyley (MW)	EA to CEO (Minutes)
By Invitation:	Andy Stewart	Pathway Consultant
	Chloe Birch (CB)	Player Representative
Apologies:	Mike Robinson	Chairman
	Nick Cox	Elected Director
	Tosin Akinluyi	Co-opted Director

1	INTRODUCTION
1.1	Welcome by the Chair JN welcomed the members to the board both in person and virtually. The board sends its best wishes to the [REDACTED], who was unexpectedly unable to attend the meeting.
1.2	Declarations of Interest [REDACTED]
2	STANDING ITEMS

2.1	The minutes of the meeting 28 September 2022 were confirmed.
2.2	<p>Actions register</p> <p>BD/24/11/21, Item 3.4 Risk Register Update - The People plan is supporting strategy once set. ACTION KM to bring back to board in January.</p> <p>3.4 Job evaluation and salary review process [REDACTED]</p>
2.3	<p>Executive Report</p> <p>JN asked if the recruitment strategy was following the EDI strategy. KM confirmed the EDI manager has been doing work on data collection and the recruitment strategy is the next step.</p> <p>There was a request for an up to date organogram, to visualise posts we are filling and where the different departments are. ACTION KM</p>
3	SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS
3.1	<p>Pathway Review - Presentation from Andy Stewart</p> <p>The board thanked Andy Stewart for his presentation.</p> <p>JN asked the board for feedback on the presentation:</p> <ul style="list-style-type: none"> - CB would recommend we reconsider being involved in the National Schools Games and university championships. - MK was not convinced the volunteer model will work in future. Locally volunteers do not exist in the same way as in the past. NR confirmed we need more full time coaches to help drive the structure proposed. - JC asked what a business plan for a region would look like? Can we make it self-sustaining and trial a region to see if it works? CB asked if we had the data for the regions of what is currently happening. - MMc asked what is one thing we should concentrate on? Is there an opportunity to attract new people into volunteering and officials? - On behalf of the Player Development Board, NR reported they would like to understand the strategic priorities before diving into this as there are so many elements – should the focus be junior clubs or a regional structure? - MF will create and propose a high performance pathway for the next meeting, to include how we are going to set up the structure, so we feel performance is covered across the country with a view for it to be in place for the next season. There were a couple of comments about the need to ensure whatever is created for the top pathway would need to link to the rest of the pathway, therefore would need to be linked to the wider pathway ACTION: MF to consider with whoever is leading the wider pathway work.

	<p>- JT felt the proposition was reactive, very internally focused and there wasn't a sense of a wider pathways and models of youth development and coach development. Have there been conversations with our funding partners?</p> <p>Strategy pillar groups meet in December and will pull together strategy recommendations to present to the board at January meeting ACTION: NR to come back to January board with update.</p> <p>ACTION: SS to consider the comments and develop a proposal for the board within the next week on how BE will manage this.</p>
3.2	<p>Safeguarding</p> <p>The board welcomed Vic Brown, Safeguarding Manager from Badminton England.</p> <p>VB reported the number of cases for 2022 are comparable to 2019. Ideally, we should have a lot more cases; triple figures would be a good thing, as it means the community have trust and confidence in the system. Parents and coaches can identify concerns and report them.</p> <p>VB wants to address the question of whether welfare and wellbeing is embedded within the culture in our sport. We currently have pockets of good practice and are in a good place to get better and make progress, but there is a lot more we can do. The case management system has worked well, but we need to put standards in place, as there haven't been checks and challenges on the policy to date. We need welfare officers in junior clubs with relevant training and DBS checks in place. We must be tough and insist that standards are in place with affiliated clubs.</p> <p>There was conversation around revisiting the website to ensure the community have access to the right resources. Badminton England must be an organization that offers tangible benefits to being a part of the community, being seen to be active and helping people who want to play.</p> <p>Another person is needed within the team to help with training and education around safeguarding. We want to create a safe, inclusive and welcoming sport which retains its people, and we therefore need more than 2 people to look after cases.</p> <p>The Chief Executive thanked Angela Toon for steadying the ship during staff changeovers and for excellent case management work, she has done a great job, also VB has made a massive impact in changing perceptions and being proactive.</p> <p>Budget for safeguarding needs to be included in budget discussions for next financial year. ACTION NR/SS.</p>
3.3	<p>Membership review</p> <p>Renewal this year has been very challenging. We would like to go out next season with a new platform – it will hit us reputationally and financially if people do not see change. JLC has persuaded Two Circles to look at the wider infrastructure and are running a free workshop for staff. JLC is keen to get board engagement and take members on a journey too. Time is tight but a paper will be brought to the next board with potential costs, platforms and infrastructure. Board members JN and JC offered their expertise in these discussions. ACTION: JLC/TG/NR/JC/JN</p>
4	<p>UPDATES</p>

4.1	<p>Strategy</p> <p>A working group has been set up internally to drive forward the direction of travel. The 6 pillars have small working groups to consider what is needed ready for collaboration with the badminton community. The aim is for all the information to be collated before the next board meeting.</p>
4.2	<p>Culture and Values</p> <p>KM presented the suggested culture and values that have been cultivated from the working group. The group will now consider how this work can be used to cover the whole sport and not just BE organisation, also will consider guiding principles.</p> <p>ACTION: KM to send to board for comments by end of week.</p>
4.3	<p>Quick Wins</p> <ul style="list-style-type: none"> - Coaching days hosted by MF and MB saw 90 coaches coming into NBC. They gave a clear understanding of the performance programme and coaches all went away educated and informed, after a very positive session. Some social activity and content was captured for use in the new year. - Communications now have an internal process whereby Marketing/Communications team meet with all departments every month. There is a schedule of monthly club visits. Lee Bent has a programme of coaching to be released over the next year, working with line judges and promoting courses. - Large scale volunteer survey – hosted two online volunteer coffee mornings to give connection opportunities. - Recognise feedback on responses to voicemails and emails – how can we improve telephone system and broadband to increase efficiency. <p>CB raised that the management update is now put in the gym for players to see but she is awaiting survey results from players as to whether this is the best way of receiving information. Information is fed back to players through CB at the player meetings every 2/3 months.</p> <p>JN to send out briefing of board meeting to staff and players. ACTION: JN/MW.</p>
4.4	<p>NBC</p> <p>This item was covered in the Executive Report.</p>
4.5	<p>Disciplinary Committee</p> <p>Interviews this week for new members of disciplinary committee.</p>
4.6	<p>Q2 – Management Commentary</p> <p>This items was covered in the Executive Report.</p>
4.7	<p>Q2 Management Accounts and Report</p> <p>New interim finance consultant has joined us in November. H2 reforecast is still outstanding but will be available for board meeting in January. We have some room for investment from reserves; some will have a financial return, and some will not. There should be early discussion around prioritization.</p>
4.8	<p>Selection Policy update</p>

	<p>MB has been working with GB board legal representative on selection policies. We have gone through 5 versions of policy – final version is nearly there for circulation to the Chairperson, JN and JT. It will also be sent to the player rep group, British Elite Athlete Association and GB board. It will then go to BOC and BPC. The panel now has an independent chair; Sports Resolutions to provide that chair. Appeals will go straight to Sports Resolutions.</p>
4.9	<p>Clean Sport Update</p> <p>Paper received and accepted.</p>
4.10	<p>Social Impact Project</p> <p>If you wish to be involved contact MB.</p>
4.11	<p>Updates from Advisory Boards and Steering Group Chairs (as required)</p> <p>The Chairperson and Chief Executive have had discussions around governance groups. ACTION: SS to develop paper and present it for January board.</p>
5	<p>ANY OTHER BUSINESS</p> <p>The decision to recruit an Interim Operations Director role had been taken via email, therefore was recorded as approved by the board.</p> <p>Everyone needs to complete the EDI training. There are challenges with the user experience – but please complete by end of December. ACTION KM will circulate details.</p> <p>Helen Thornton has been shortlisted for BBC unsung hero for her work on the Badminton Homes for Ukraine Scheme.</p>
6	<p>NEXT MEETING: Change of date - 18th January 2023</p>
	<p>End of meeting.</p>