


**Board of Directors**  
1 March 2023  
Confirmed Minutes

<b>Badminton England Board</b>		 <b>BADMINTON</b> ENGLAND
<b>MINUTES</b>		
<b>Date:</b>	Wednesday 1 March 2023	
<b>Time:</b>	1pm Non Executive Session 1.30pm Meeting	
<b>Venue:</b>	All England Room, National Badminton Centre, Milton Keynes	
<b>In attendance:</b>	Mike Robinson (MR)	Chairman
	Jackie Newcombe (JN)	Senior Independent Director
	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
	Mel Wyley (MW)	EA to CEO (Minutes)
<b>By Invitation:</b>	Nick Rimmer (NR)	Senior Leadership Team
	Jenny Clark (JLC)	Senior Leadership Team
	Morten Frost (MF)	Senior Leadership Team
	Alison De Santos (AdS)	Senior Leadership Team
<b>Apologies:</b>	Tosin Akinluyi	Co-opted Director
	Nick Cox	Elected Director

<b>0</b>	<b>INDEPENDENT DIRECTORS' PRIVATE SESSION 1pm</b>
<b>1</b>	<b>INTRODUCTION</b>
1.1	Welcome by the Chair
1.2	Declarations of Interest
	None to declare
<b>2</b>	<b>STANDING ITEMS</b>
2.1	Minutes of meeting 18 January 2023
	Received BOD.180123.Draft.
	The Minutes from the Board of Directors meeting on 18 January 2023 were approved.

2.2	Actions register
	<p>The actions register will be cleared for the next meeting.</p> <p><b>ACTION:</b> MR and MW to clear down the action lists MW will send out a reminder to deal with actions before May.</p>
2.3	Executive Report
	<p>Received BOD.01032023.P1.</p> <p>Thanks to NR from MK for support with first Disciplinary Committee meeting.</p> <p>MF reported under 15's 8 Nations won gold/silver in girls singles and silver in girls doubles. Team won a bronze. One of the girls would not have been selected under the old selection criteria.</p> <p>Domestic competition – there appears to be lack of enthusiasm for under 18's to raise teams to compete in the ICT. NR reported it is a combination of factors –travel, cost, some counties being unable to raise a team. The Competition Team will investigate further with counties not entering.</p> <p>There has been positive consultation on Transgender policy and we are looking progress to consultation over the coming months.</p>
<b>3</b>	<b>SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS</b>
3.1	Commercial Presentation by JLC
	<p>MK asked how much of this is about investment in BE vs badminton in England. If we support local clubs, counties, and groups to raise funds, this benefits the sport as a whole. Impact of commercial strategy will support badminton at all levels by increasing income. There is a role to facilitate local communities to identify ways of raising funds locally, but the local badminton community will need to undertake the actual fund raising themselves.</p> <p>JLC is looking to bring money into BE and alongside that there is a piece to support the community to help generate additional income.</p> <p>We need case studies showing success to create a reason for the other people to get involved with us.</p> <p>JT commended the presentation. We need more data from BWF about the watching audience. We should target UK brands wanting to get into the Asian market, but it needs to be broader than that.</p> <p>JN agreed with JT with regards to this methodical approach. [REDACTED]</p> <p>NR was thanked for work on Bangladeshi legacy work in Birmingham.</p> <p>Next steps – JLC will pick up with Board directors directly.</p> <p>MR would like JLC to also explore the NBL opportunity. <b>ACTION JLC</b></p>
3.2	Digital

	<p>Received BOD.01032023.P2. Audience growth modelled for next 3 years. [REDACTED]</p> <p>MMc asked how single sign on will work with the Ticket Factory. NR confirmed we are working through this and a digital engagement manager is needed urgently for this project. Investment is required in back-office technology. JLC reported the first phase of work will inform us and a data warehouse can be achieved and built into the investment forecast. Phases 2 and 3 may need review, depending how this evolves.</p> <p>JN suggested utilising the partnerships we already have and leveraging them in a way we haven't before. It relies on content being created by people across BE (rather than just Marcomms) and will require training and branding. There needs to be a brand bible and the website needs updating.</p> <p>JLC will share the slides with board members. <b>ACTION</b> JLC.</p> <p>Bringing someone on to the Board as a champion in the digital area could help us; we can co-opt for specific expertise for a year at a time.</p> <p><b>Decision:</b> The Board approved work on this project.</p>
3.3	Membership
	<p>Received BOD.01032023.P3</p> <p>SS thanked NR for helping with YAE accreditation.</p> <p>NR planning to bring a proposal for May to implement by September, although some concerns about our ability to specify a new structure and implement for next season were noted. A new membership manager role to be considered by SS, should funds be available.</p>
3.4	Budget
	<p>Received BOD.01032023.P4 and BOD.01032023.P4a.</p> <p>JC and others thanked SLT and AdS for their budget work. A lot of work has gone into this.</p> <p>[REDACTED] It was agreed that there would be greater regulation in this area in the future.</p> <p>There was discussion as to the level of investment the Board is comfortable with, given the level of budget deficit being proposed.</p> <p>MF presented some performance investment scenarios. UK Sport has just confirmed 4 new confirmation places. Conversations and negotiations are constantly happening. We are in good standing with CWG. MF believes we will not be as heavy on the budget and there is potential to reduce some of the overall budget to Performance.</p> <p>[REDACTED]</p> <p><b>Decision:</b> [REDACTED] <b>ACTION</b> [REDACTED]</p> <p>SS wished to raise two items:</p> <ul style="list-style-type: none"> <li>- NBL because there will be resource implications to drive it forward and get it running by September.</li> </ul>

	<p>- [REDACTED]  <b>Decision:</b> [REDACTED]</p> <p>MMc felt we do need to think about what support we can give athletes in future years.</p> <p>JC felt our biggest risk is commercial income and the commercial group need to stay close to this to support JLC.</p> <p>There was discussion about organisation wide actions about costs – if revenues aren’t generated as budgeted the SLT will have to be prepared to look at the cost side of things, even though year 1 revenue risk is not that large. The longer term has bigger revenue targets. The sustainability of the organisation requires commercial revenue.</p> <p>[REDACTED]  <b>Decision:</b> [REDACTED]  <b>Action:</b>[REDACTED]</p> <p>There was discussion about key risk areas and the potential to increase the agreed deficit to mitigate these. It was proposed and agreed to add £40k to the CEO cost centre as an unspecified cost to be revisited post year end. The Board also discussed the potential to fund a larger budget deficit next year if there was upside in this year’s actual performance compared to budget</p> <p><b>Decision:</b> The Board agreed an increase in the budget deficit by £40k, including that as an unspecified cost to be revisited.</p> <p>Capex will go back to FRAC before being spent.</p> <p><b>Decision:</b> The Board agreed the budget, as revised, subject to agreeing operating objectives and KPIs being circulated for review (in advance) and being agreed at the May meeting.</p>
3.5	<p>Policies</p> <ul style="list-style-type: none"> <li>- Reserves</li> <li>- Treasury</li> </ul>
	<p>Received BOD.01032023.P5 and BOD.01032023.P5a.</p> <p>Decision on these policies was deferred.</p>
<b>4</b>	<b>UPDATES</b>
4.1	<p>YONEX All England Update</p> <p>No verbal update received due to meeting time constraints.</p>
4.2	<p>Board Schedule YAE</p> <p>MW forwarded outside of the meeting the Board of Directors schedule for YAE.</p>
4.3	<p>Updates from Advisory Boards and Steering Groups</p> <p>Received BOD.01032023.P6.</p>

<b>5</b>	<b>ANY OTHER BUSINESS</b>  SS will put a better process in place for next meeting to reduce papers. The suggestion is that we have a day and overnight for Board and budget sign off for next year.
<b>6</b>	<b>NEXT MEETING:</b> 24 May 2023

Meeting closed at 5.23pm.