


Board of Directors

25 July 2023

Minutes

Badminton England Board		 BADMINTON ENGLAND
MINUTES		
Date:	Tuesday 25 th July 2023	
Time:	1:00pm	
Venue:	All England Room, National Badminton Centre, Milton Keynes / Teams	
In attendance:	Mike Robinson	Chairman
	Jackie Newcombe	Senior Independent Director
	Sue Storey	Chief Executive
	Joyce Church	Elected Director
	Chris Clements	Elected Director
	Peter Emptage	Elected Director
	Mark King	Elected Director
	Mike McSweeney	Elected Director
	James Thomas	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
	Victoria Brown (<i>for items 4.1 – 4.6</i>)	Safeguarding Manager
Apologies:	George Wood	Elected Director
	Kate Aldridge	Elected Director
	Chloe Birch	Athlete Rep

1	INTRODUCTION
1.1	Welcome by the Chair MR welcomed the Board and introduced Chris Clements as a new Non-Executive Director.
1.2	Declarations of Interest None to report.

2	STANDING ITEMS
2.1	<p>The minutes of the meeting held on 22 May 2023 BOD.220523.Draft were approved with the following correction:</p> <p>Item 1.2 – spelling of Badmintoo.</p>
2.2	<p>Actions Register</p> <p>ACTION: Add actions register to Board planner (SS/MW)</p> <p>SS asked for the Board to raise issues with IT, via MW, for anyone who is not able to access the SharePoint. PE said the formatting of papers in SharePoint is difficult. Most directors prefer a PDF rather than separate Word documents.</p> <p>ACTION: SS/MW to talk to IT about improving ability to read documents in SharePoint and/or MW to produce a single PDF containing all Board papers for future meetings (SS/MW).</p> <p>SS reported that the GB Board is considering whether to have a disciplinary policy of their own. GB are setting up a small working group to consider this and SS/MB will update once we know more.</p> <p>A Board subcommittee (MR & SS) approved the Annual Report on 24 June 2023 and statutory accounts on 5 June 2023.</p>
2.3	<p>Executive Report</p> <p>BOD.250723.P1 was received.</p> <p>JC asked where we are at with the NBL. MF reported it is going slowly. We have come to a place where we have produced a paper where the first year is a pilot year and there is a plan for years 2,3 and 4. Responses (confirming participation) from the teams has been slow. The proposal remains the same, it is as flexible as it can be. MF to contact teams individually. The start date may be delayed until October. There is a lot of positivity, but it needs to be pushed.</p> <p>CC asked what the reason is behind the rise in reported safeguarding cases. NR explained this is seen as a good thing to the extent that there is greater awareness and greater reporting, following recent investment to increase awareness. MMc felt these numbers may increase further; we need more transparency to encourage people to trust us. This should be seen as a good thing if positive action is taken against underlying causes. CC asked if there was benchmarking against other sports. NR explained we are starting to address this issue.</p> <p>MK thanked NR for the membership breakdown and asked whether this split is good or bad. NR reported we need to address junior membership and Racket Pack membership. We want to increase numbers to where they were pre-Covid. We have started the work around the narrative, showing the value of the sport as a whole and what impact badminton can have.</p> <p>ACTION: MK asked NR to have data insight into our membership.</p> <p>[REDACTED]</p>

	DECISIONS REQUIRED
3.1	<p>Strategy 2023 – 2032</p> <ul style="list-style-type: none"> • Review of consultation themes • Updated strategy <p>NR reported we ran 12 sessions through the consultation in June/July 2023. Generally, there was strong support for the direction of travel. The biggest message seemed to be that everyone understood that change takes time, and they are wanted to understand what would happen in first 18 months. The counties are keen to understand the effect on them and challenges they will face as a result. We agreed this review of counties work needs to be reflected in the implementation plan.</p> <p>The Develop pillar mainly talks about the performance player pathway, however the community wants to understand the whole pathway through the sport, which has now been reflected in the strategy.</p> <p>We have kept the enablers in the strategy, to understand that there needs to be other functional work to enable the overall strategy. Social impact and environmental sustainability is something that needs picking up. We have amended the draft strategy and there are quite a lot of sections which have had changes. We have taken out all the action planning but been more focused on what will happen in the first 18 months. We still need to understand how this will be measured and reported.</p> <p>The consultation carried a lot of support for young people and inclusion. The one part less understood was innovation. More work is needed to explain this principle.</p> <p>SS confirmed this iteration of the strategy work leads us back to our September strategy session, and everything has evolved from there. Thank you to NR who has done a huge amount of work on this. We have a very tight timetable to get this agreed and launched in September. We still need to agree a title.</p> <p>MR opened up the meeting for comments from the Board:</p> <p>[REDACTED]</p> <p>APPROVED: The strategy was approved, with the Board asking for the above comments to be considered as part of the finalisation of the strategy.</p> <p>Discussion on Governance Groups development:</p> <ul style="list-style-type: none"> • NR, SS and Sam Jamieson met to discuss this. There are a whole range of groups to support the organisation, the Board and the sport. SS suggested a small task and finish group needs to map this out. The first suggestion is strategic groups, advisory groups and operational groups with terms of reference at each level. • MR confirmed he has begun conversations around a new Board member joining the Governance Board and PE confirmed he is happy to assist with this work. • A group to meet and map out a new governance structure, lining to the new strategy and streamlining the existing groups - this will consist of the previous Governance Board of MR and JN, plus SS, NR, PE and GW. <p>ACTION: SS to arrange a meeting of the group to map out governance groups</p>

<p>3.2</p>	<p>Implementation plan</p> <p>APPROVED: BOD.250723.P3 was approved subject to the comments below.</p> <p>JC asked that risk management be added to the list of priorities. MR asked if we would be retendering supply contracts for YAE? [REDACTED]</p> <p>ACTION: NR to update for risk management and YAE supply contract retendering</p> <p>Sam Jamieson has pulled together the second part of the document. The shape of the strategy will inform the planning and reporting moving forward. This will be the line of sight to staff objectives. The aim is for an 18-month implementation plan to inform the budget in 2025.</p> <p>The Board confirmed they are comfortable with the direction of travel. The detailed implementation plan will be prepared for the September Board meeting. ACTION: SS/NR</p>
<p>3.3</p>	<p>Future of Finance</p> <p>RB reported that following the FRAC meeting, we will move to Microsoft 365 Business Central, which will be an integrated end to end financial system. To facilitate that we need an additional financial assistant. RB reported the costs of the additional impact costs.</p> <p>RB explained that we also need a Financial Controller to add value and support the business and be on the front foot.</p> <p>We have identified that governance, IT and procurement management are areas needing support. There is a need for us to have a coordinated view to be compliant and to make sure we are looking at the contracts we have internally, to ensure we are getting the best value to our spend. [REDACTED]</p> <p>[REDACTED]</p> <p>FRAC have had three companies tender for auditing. We have independently reviewed and met with the auditors and our recommendation is to move to Crowe as our new auditor. DECISION: Crowe to be appointed as auditors</p> <p>JC explained FRAC are supportive of the proposals but recognizes that there may be other priorities. There is value in recruiting a Finance Controller. On the governance side, FRAC debated the proposal and can see the need for it given the BDO report. JC is supportive of these recommendations.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>AGREED: The Board is happy to proceed in a potential temporary fixed-term role, but without changing the budget. JC and RB to do final due diligence to determine how to cover these areas.</p> <p>NED appointments <i>Chris Clements was asked to leave the meeting for this item.</i></p>

	<p>The Board confirmed the appointment of Kate Aldridge, Chris Clements and George Wood as Non-Executive Directors, until the next AGM.</p>
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4	Policies for approval
4.1	<p>Transgender Policy</p> <p>The following papers were received:</p> <ul style="list-style-type: none"> • Transgender policy Paper BOD.250723.P4 • Transgender policy V1 BOD.250723.P5 • Transgender policy V2 BOD.250723.P6 <p>Consultation began in mid-July and the response was large, with 2,000 responses in a week. NR updated the Board on the results of the consultation and agreed to circulate final results, when the consultation closed in the next few days.</p> <p>[REDACTED]</p> <p>MR opened up the meeting for comments:</p> <p>[REDACTED]</p> <p>AGREED: [REDACTED]</p> <p>AGREED: [REDACTED]</p> <p>[REDACTED]</p> <p>AGREED: [REDACTED]</p> <p>ACTION: [REDACTED]</p>
4.2	<p>Safeguarding Children and Young People Policy</p> <p>APPROVED: The following policy was received and approved for immediate implementation.</p> <ul style="list-style-type: none"> • Board Paper July 2023 – Safeguarding Children and Young People Policy BOD.250723.P7 • Safeguarding Policy 23 CLEAN BOD.250723.P8
4.3	<p>Safeguarding Crisis Management Protocol</p> <p>APPROVED: The following policy was received and approved for immediate implementation.</p> <ul style="list-style-type: none"> • Board Paper July 2023 – Safeguarding Crisis Management Protocol BOD.250723.P9 • Badminton England Safeguarding Crisis Management Protocol BOD.250723.P10
4.4	<p>Safeguarding Case Management Group Terms of Reference</p> <p>APPROVED: The following policy was received and approved for immediate implementation.</p> <ul style="list-style-type: none"> • Board paper July 2023 - Safeguarding Case Management Group Terms of Reference BOD.250723.P11 • Terms of Reference CMG 2023 For Approval BOD.250723.P12

4.5	<p>Sports Betting and Integrity Policy</p> <p>APPROVED: The following policy was received and approved for immediate implementation.</p> <ul style="list-style-type: none"> • Board Paper July 2023 – Sports Betting and Integrity Policy BOD.250723.P13 • Sports Betting and Integrity Policy CLEAN BOD.250723.P14
4.6	<p>Application for Badminton England membership</p> <p>[REDACTED]</p> <p>AGREED: [REDACTED]</p>
4.7	<p>Action plans in response to BDO – finance and governance</p> <p>BOD.250723.P15 and BOD.250723.P16 were received.</p> <p>Sam Jamieson has done the work and pulled out all the actions required. RB is dealing with all financial actions.</p> <p>ACTION: FRAC and Governance Boards to review progress and give updates before September Board.</p> <p>ACTION: MW to arrange Governance Board meeting.</p>
5	<p>UPDATES</p>
5.1	<p>Updates from Advisory Boards and Steering Groups</p> <p>BOD.250723.P19 was received from the <i>Finance and Risk Committee</i>.</p> <p><i>Player Development Board</i> – PE reported a positive meeting where the pathway was presented.</p>
5.2	<p>International update</p> <p>PE confirmed he would like to update the Board at a future date on various international discussions.</p>
5.3	<p>Athlete reps</p> <p>ACTION: [REDACTED]</p>
5.4	<p>Performance</p> <p>MF gave a performance presentation.</p> <p>Update on Walk the Floor progress BOD.250723.P2 was received.</p>
5.5	<p>Meetings calendar for 2024</p> <p>BOD.250723.P17 was received but the dates will be recirculated due to further finance meetings discussion.</p>

6	ANY OTHER BUSINESS None
7	NEXT MEETING: 27/28 September in Sheffield, in conjunction with GB Board meeting ACTION: MW to circulate detailed timings to Board members
8	NED PRIVATE SESSION