


Board of Directors

27 September 2023

Draft Minutes

Badminton England Board MINUTES	 BADMINTON ENGLAND
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Date:	Wednesday 27 th September
Time:	12.30pm arrival (lunch available) 1pm Tour of UKIS with Rich Morris 2pm Meeting
Venue:	Athlete Lounge, UKSI Sheffield

In attendance:	Mike Robinson [MR]	Chair
	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 [MM]	Elected Director
	James Thomas [JT]	Elected Director
	Kate Aldridge [KA]	Elected Director
	George Wood [GW]	Elected Director
	Chris Clements [CC]	Elected Director (by Teams)
	Mel Wyley [MW]	EA to CEO (Minutes)
By Invitation:	Nick Rimmer [NR]	Senior Leadership Team
	Jenny Clark [JLC]	Senior Leadership Team
	Morten Frost [MF]	Senior Leadership Team
	Rose Butterworth [RB]	Senior Leadership Team
	Andy Royles [AR]	Senior Management Team (Item 3.1)
Apologies:		None

1	INTRODUCTION
1.1	<p>Welcome by the Chair</p> <p>The Chair welcomed our new Non-Executive Directors to the meeting and congratulated them on their appointment.</p> <p>The Chair congratulated SS and the team for a very successful launch of the strategy. The media coverage and the documents were excellent, and interviews all went extremely well. It reflects the huge amount of work done, and the Board commended this. The Chair asked for colleagues to pass thanks on to their teams who were not in attendance.</p>

1.2	<p>Declarations of Interest</p> <p>No new declarations were made.</p>
2	<p>STANDING ITEMS</p>
2.1	<p>Minutes of the Board of Directors held on 25th July 2023</p> <p>BOD.250723.DRAFT were received and approved as an accurate record of the meeting.</p>
2.2	<p>Actions register</p> <p>Safeguarding - There is a Safeguarding training session on 5th December 2023. Board members are asked to attend this session, but we will deliver it again in January for those unable to attend.</p> <ul style="list-style-type: none"> - ACTION: MW to arrange dates to ensure all board members attend one of the dates for Safeguarding training. - New Head of People due to start on 9th October, Sarah Richardson-Kean. She will be prioritizing finalizing the people plan and the performance management system. - Membership - Currently the system is open for renewals, and we are ahead on member renewals compared to this time next year. We have built up the capacity in the team, however, there have been some challenges on the county fees' process of how this is collected. SS confirmed we will continue to work on showing the value of being a member. The membership fees are all used to invest in the sport for the good of everyone. PE felt the IT had been much slicker this year and the website is getting better and better. NR reported we meet with JustGo in January. Having the Digital Manager post internally is really showing its benefit. - Merchandising: [REDACTED] - BDO action plans - The governance group is due to meet on 16 October 2023, FRAC have looked at the BDO Finance action plan.
2.3	<p>Executive Report (including NBL and Membership update)</p> <p>BOD.270923.P1 was received.</p> <ul style="list-style-type: none"> - MK and KA felt it was positive to see more safeguarding cases as this shows more awareness and more reporting. - [REDACTED] - The Board was pleased to see great feedback from 4 Nations Para and AE Junior. - NBL: SS reported continuing discussions. A proposal/framework document has been created suggesting year 1 would be a pilot and explaining what teams are signing up to, with details being set out up to a year 5, with a commitment to collaboratively developing the NBL for the future. In year 1, teams will incur their own costs but there will be no fee to BE - we are still in discussion with the teams and are still hoping to launch this year. JC asked what is the gap in financials for NBL; SS explained it is

	<p>different for each team, some have suggested that they would need a £3/4k investment as they would be playing home and away.</p> <ul style="list-style-type: none"> - Congratulations were given to the masters/seniors who won World Seniors Championship medals, including Board Directors Peter Emptage and Mark King. England were once again top of the medal table and continue to lead the way at masters badminton. - [REDACTED] - The Board acknowledged and thanked Leanne Brown for her work on the Transgender policy and the conversations she has had with the community. Leanne is a massive asset to Badminton England. KA would be interested to see a full summary of the contact we have received, a zoomed-out view.
2.4	<p>Implementation plan</p> <p>BOD.270923.P2a and BOD.270923.2b were received.</p> <p>SS reported fantastic coverage of the strategy launch. Footage collected is being pushed out on socials later this week. There has been a massive amount of work getting this strategy to the launch. A massive thank you was given from SS to everyone involved in the strategy launch, but particularly JLC and NR for their work in pulling this together.</p> <p>NR reported we have translated the strategy to key deliverables in the first 18 months. This highlights how they link into the 10-year vision. The top section is our 10-year vision alongside the initial 18 months actions, so we can track the overall progress with a long and short-term perspective. We are proposing we share this with the Board on a quarterly basis. Teams are now translating those points into action plans which will assist with the milestones.</p> <p>KA felt the plan needed robust measurable objectives, asking what success would look like. Every single line needs a genuine measurable KPI. Any increase should show the number that we are aiming for. KA wants to see the big KPI for each pillar; what are the big 5 numbers for this strategy that gives you a health check. Otherwise, there is a risk that we do everything in the strategy, but the numbers don't move at all. KA said putting in the time now to make sure the numbers are robust.</p> <p>ACTION KA to discuss with SS/NR how to input to this (e.g. share information insights documents she has used previously).</p> <p>MM asked if it is not measurable, should we do it? We must be brutal about what are not going to do. Objectives must be tangible, and we must not set too many objectives that we cannot achieve.</p> <p>For Board reporting, GW felt the board should see the high-level numbers at the top level, and SLT should then review the more detailed actions and the numbers for the next level down. All the objectives below are then summarised and RAG rated for the Board.</p> <p>JC commended the team for their development of the strategy and implementation plan. We will need to work with the community for this journey. JC would love to explore what that means in practice; can we look at counties having a customer management approach to them, letting them know the good work we are doing and allowing a better 2-way communication.</p> <p>The Board are interested in the measures for 10 years and 18 months. The Board did feel there is too much to deliver, and asked whether there are things on there that don't need to be included within the first 18 months.</p>

	<p>AGREED: The implementation plan will remove all the existing blue rows. The implementation plan will come back to the Board in January 2024 with KPIs alongside the budget, for discussion of business plan and budget at the same time.</p>
<p>3</p>	<p>SIGNIFICANT DECISIONS REQUIRED AND PRINCIPAL DISCUSSION ITEMS</p>
<p>3.1</p>	<p>National Badminton Centre master plan</p> <p>BOD.270923.P3 and Appendix 1 were received.</p> <p>The Board welcomed NBC Manager Andy Royles. AR gave a brief history of the NBC and that there has been a lack of proactive maintenance over the past few years This document sets out a long-term vision and a revamp of the gym and the public facing side of the business.</p> <p>SS further explained that the building needs a rolling programme of maintenance. We need to proactively invest in the building and review what options we have. We are an NGB that owns a hotel, a gym, a bar and other activities that are creating revenue streams. Recent maintenance work has included new windows across the site, refurbishing the lodge and putting solar panels on the roof. SS thanked AR for his work on this plan. PE felt we had under-invested for several years and we do owe it some investment.</p> <p>The Board made the following comments:</p> <ul style="list-style-type: none"> - MM agreed the upgrade of the site was necessary. Public perception and performance perception is important. What are the customer journeys for the public and elite athletes? Some of the softer desirable outcomes are just as important for those people who walk through our doors. MM felt it was healthy to do performance vs public pros and cons. Has there been research on the cost uplift for the gym? - MM felt there is a huge opportunity for income streams, but asked who is going to do it, and can we do it well? Could a third party manage the space? AR explained we did look at franchise options for the gym, who would take a large percentage of the overall revenue. AR felt that we have a better workable model doing it ourselves. - [REDACTED] - [REDACTED] - [REDACTED] - CC – commented that there is an element that the NBC is the physical embodiment of the organisation and therefore it is selling the sport short. It doesn't feel like an aspirational and inspirational environment for athletes or for the public. These are important and can be commercially worthwhile to create an aspirational environment. Having the NBC as an empowering environment is an important statement and good use of investment. - GW – suggested that in his experience, badminton is in isolation in Milton Keynes and not able to interact with other sports more widely. Is that primary purpose right, or is it caveated with as long as we stay in Milton Keynes? The implication of the other option is do we move somewhere else? There will always be a balance between performance and having limitless money. We have previously been able to tell members that the NBC is not costing them money, but now we need a return on our investment. GW would

like to understand what the return will be and what the ongoing spend on the centre would be.

- [REDACTED]
- [REDACTED]
- JN – there is a definite need for an uplift as the building is already decaying. We need to invest in a market that we know exists. There is an opportunity through expenditure to enhance the gym and environment. The knock-on effect for everyone is that it is a better environment. Unless there is a flaw in the numbers, JN supports this.
- JT – it would feel wise that the Board have a long-term view on the location of performance. Therefore, could we consider on a rolling basis whether it could be moved, and therefore shifting the purpose of the NBC to the secondary purpose if it would be better for the performance.
- KA – the conversation is hinged on the secondary purpose to bring money in. The conversation seems to be we are bringing money in to grow, and we need a world class environment. The NBC should be an inspiring place that makes badminton feels like a high-performance environment.
- GW – the direction of travel feels right. It is providing the best environment we can within reason. The numbers would be useful to understand. Given the strategy launch, it is a great opportunity to reflect on our inclusion principles. Inclusion needs to be front and centre and making the space the most inclusive. We must weave that into what we are doing.
- MK – agree with the comments above. At UKSI there were so many benefits to being around other sports.
- AR – the aspiration is that athletes from other sports will use our facilities for strength and conditioning and rehab in the future.
- The Board asked about timings. AR wants to go live in March 2024. We need to plan three months of building works. A project manager would need to be brought in and RB/the finance team’s input will be critical, although their immediate priority is the JCS transition, which will require a significant amount of work to be done over the next two months.
- CC – you only get one chance to relaunch. Is March the optimum time as it will be the income line that will determine the project success? AR felt we could work towards September.
- **ACTION:** Present the Board with a more detailed schedule of timings, it was agreed this can be done via email.
- JN – the comms part shouldn’t come too soon. The phasing needs confirming before comms go out to the gym members and the local community. It would be great to explain the plan over the next 12 months.

The Board **agreed** the plan subject to the following points:

- Performance purpose and return on investment to be explained in more detail.

	<ul style="list-style-type: none"> - Detailed financial plan with commercial borrowing included – this can be reviewed through FRAC. - To consider timings, do it robustly rather than quickly. Finance must complete high priority tasks by the end of 2023.
3.2	<p>Governance Update</p> <p>There is a meeting on the 16th October.</p>
3.3	<p>Risk Register</p> <p>BOD.270923.P8 was received.</p> <p>This has been reviewed by FRAC. The intention is that this becomes the organisation’s strategic risk register, with a more detailed supporting departmental risk log. It will be discussed twice a year at FRAC. FRAC reviewed and felt there were a few material risks to add to the schedule. This register will return to FRAC and they will review the risk register following JCS handover.</p> <p>GW commended the risk register document. He suggested working through it with teams and making them think about what are the risks and genuinely what is being done to mitigate the risks. SS confirmed this is the next part of the process.</p> <p>JT asked if there is a risk of losing UK Sport investment and therefore should this be included on the risk register.</p> <p>ACTION: It was agreed to bring back risk register to the May 2024 Board after year end and then every six months. The document will then have departmental and team risks sitting below it and will have been reviewed by FRAC.</p>
3.4	<p>Athlete rep</p> <p>BOD.270923.P4a and BOD.270923.P4b were received.</p> <p>[REDACTED]</p> <p>ACTION: [REDACTED]</p>
3.5	<p>Legal tender</p> <p>BOD.270923.P7 was received.</p> <p>[REDACTED]</p> <p>AGREED: The Board approved the delegation of authority to determine our corporate lawyers to be passed to SS/MM/JLC/RB.</p>
4	UPDATES
4.1	<p>Updates from Advisory Boards and Steering Groups</p> <p><i>Nominations Committee</i> – no update.</p>

	<p><i>Player Development Board</i> – will be meeting in November where GW will scope what the future agenda will look like.</p> <p><i>EDI</i> – we have seen an increase in the badminton voices speaking up in this committee, which is positive.</p> <p><i>FRAC</i> - BOD.270923.P9 was received.</p> <p>ACTION The policies that had been reviewed by FRAC were to be circulated the Board, allowing a week for comments back to JC/RB/SS/MR. Old versions and new versions would be circulated.</p>
4.2	<p>Performance Update</p> <p>BOD.270923.P5a and BOD.270923.P5b were received.</p> <p>MF explained the proposed updates to our approach as it related to both players and the coaching structure. It was noted that no additional resource was required to fund the changes.</p> <p>AGREED: England Pathway proposal was approved by the Board.</p>
6	<p>ANY OTHER BUSINESS</p> <p>SS asked Board members to think about the amount of information required for Board papers at each meeting. The Board pack is huge and the team spend a long time preparing (which means there is a lot of information for Board members to read), which is fine if everything in the pack is needed, but SS would like the Board to consider what they actually need to make decisions.</p>
7	<p>NEXT MEETING: Wednesday 29th November</p> <p>BOD.270923.P6 was received.</p> <p>ACTION MW to find another time for the meeting of 29th November due to a clash with UK Sport meeting for the Chair and Chief Executive.</p>