

Minutes: Badminton Scotland Board Meeting Conference Call

Wednesday 10 March 2021 at 6:30pm

Board:	David Gilmour	Chair
	Frank Turnbull	President
	Carolyn Young	Vice President
	Keith Russell	Chief Executive
	Morag McCulloch	Events Committee Chair
	Jill O'Neil	Engagement Committee Chair
	Christine Black	Performance Committee Chair
	Gordon Haldane	Finance Committee Chair
Invited:	Ewen Cameron	sportscotland
	Keith Farrell	sportscotland
	Penny Dougray	Minute Taker

1	APOLOGIES FOR ABSENCE
	Apologies had been received from Ian Campbell. EC joined the meeting at 7.15pm.
2	MINUTES OF MEETING HELD ON 13 JANUARY 2021
	The minutes of the meeting held on 13 January 2021 were approved.
3	PREVIOUSLY UNDECLARED DECLARATIONS OF INTEREST
	DG and GH received payment for coaching services. Completed Declaration of Interest forms had been received back from CB, DG, FT, JO'N and MMc. Others remained outstanding. The completed forms would be added to the Board Teams site.
4	MATTERS ARISING/OUTSTANDING ITEMS
	There were no matters arising.
5	CHIEF EXECUTIVE'S REPORT
	Complaints. No complaints had been received since the last Board meeting. Covid-19 Update. The summary of the announcement by the First Minister on 23rd February had been previously circulated to the Board.

The key points, relevant to sport were highlighted.

The statement set out indicative dates to return to a system of levels from the last week of April. The key points, relevant to sport are:

- **15 March**
 - **Education:** Return of P4-7 pupils to schools full-time. More but not all secondary pupils returning to school at least part-time. (Full details to be confirmed next week)
 - **Sport:** Non-contact outdoor group sport permitted for 12 to 17 year olds (this is already permitted for under 12s).
 - **Gatherings:** Outdoor meetings of 4 people from 2 households permitted.
- **5 April**
 - **Stay at home:** Stay at home requirement removed.
 - **Education:** Return to full-time in person education for all remaining school pupils.
 - **Gatherings:** Outdoor meetings of 6 people from 2 households permitted.
 - **Economy:** More retail businesses being classified as essential. Click-and-collect permitted for non-essential retail.
- **26 April**
 - **Strategic (Levels) Framework:** Return to a levels system, which includes regional variation based on data. Further detail will be published in mid-March.
 - **Level 3:** Initially the intention is that mainland Scotland will move to level 3. The islands currently at level 3 may drop to level 2, based on data.
 - **Sport:** The levels system will support the phased re-opening of sport. The detail of what activity will be permitted in each level will be confirmed in mid-March.

It is important to note that the timings are indicative and any changes will be driven by the data. It should also be noted that the dates set-out by UK Government on 22nd February do not apply to Scotland.

The National Squad was still able to train and compete abroad without having to quarantine on their return under the performance athlete exemptions. Following a meeting with sportscotland on Friday 5 March, KR advised that there would be limited changes to the exemptions for the foreseeable future.

Staffing. All staff continued to work from home in line with current Scottish Government guidance. Those staff on furlough, would continue to be so until the end of April at least. All staff had been asked to take one week's annual leave prior to the end of April.

Badminton Europe/BWF. Badminton Scotland had nominated Emma Mason to be reappointed to the BWF. In addition to nominating Emma, we had seconded the candidates from Switzerland, China, Indonesia, Japan and Denmark.

SGB CEO Forum. A virtual meeting had been held with the Sports Minister Marie Gougeon, Stewart Harris CEO sportscotland on 2 March. The meeting was positive and presented the case for sport along with challenges and solutions to the current situation. The joint statement published after the meeting had been added to the Badminton Scotland website.

The campaign #PowerOfSport had been launched by the SGB CEO Forum to promote the positive contribution that sport makes to individuals and communities.

	<p>The Scottish Sport Strategic Forum had completed its recommendations following the Scenario Planning exercise. The recommendations had been circulated to the Board. The next meeting of the Strategic Forum would take place on 16 March where 2 working Groups would be set up for the Health & Wellbeing; and Communities thematic areas would be agreed.</p>
6	<p>COMMITTEE REPORTS</p>
	<p>6.1 <u>Finance</u></p> <p>GH advised that sportscotland had approved subject to contract £120,000 from the Covid recovery fund. This was expected to be concluded by mid-March. Whilst there may be months where the 4 months' reserves position was maintained, receipt of this grant/loan meant that a buffer of almost 2 months' reserves would be in place at any one point.</p> <p>The Government's furlough scheme had been extended to the end of September 2021. In January additional BS staff were put on part-time furlough, alongside the SCRBC staff who had been on furlough since the beginning of the current lockdown period. This was resulting in a monthly saving of £3,500. For financial planning purposes, we had budgeted to have staff on furlough until the end of April, though this would remain under review, with staff being on flexible furlough until return to play was possible and the SCRBC could open properly.</p> <p>Projections for the financial year 2020/2021 showed a deficit of approximately £29K (£15K less than previously budgeted for).</p> <p>The proposed budget for 2021/2022, for approval by the Board, showed an anticipated deficit of £40K, which was lower than the budgeted deficit for 2020-2021 (£44k). This budget had been prepared conservatively in the knowledge that when the current full lockdown ended on 26th April, a return to normal play was not guaranteed.</p> <p>Reserves at the end of the financial year were projected to be £231,329 (including the £120,000 sportscotland covid recovery fund), which was less than the 4 months' requirement of £286,000. The next sportscotland funding tranche was due in April which would bring reserves back in line.</p> <p>Yonex stock sales had slowed down, but marketing plans were being developed to boost this.</p> <p>It was hoped that planned spring/summer outdoor activities, would generate further sales of airshuttles. 300 dozen had been sold last year, with no sales over the past few months.</p> <p>The Risk Register had been reviewed, with changes made to take account of income from other sources (including the sportscotland Recovery Grant; agreed funding by Glasgow City Council for the 2021 Scottish Open; and the increased risk for Sponsorship, pending further negotiations with our potential sponsor, following the end of lockdown.</p> <p>6.2 <u>Performance Report</u></p> <p>The Scottish team had produced an outstanding performance at the recent European Mixed Team Championships in Vantaa, Finland, narrowly losing to Denmark in their final match. It was agreed that going forward, congratulations from the Board would be sent following similar results.</p>

The 2022 Commonwealth Games Scotland Badminton Selection policy had been approved, and added to the Badminton Scotland website, along with the CGS General Selection Policy. The selection period started on 1 March 2021 and would run until 5 May 2022.

On 18 December UK Sport had confirmed to GB Badminton a four-year award of £3.154m for the Paris 2024 Olympic Cycle under the World Class Performance Programme (WCPP), provisionally providing support for four Podium and five Confirmation players (no Academy players). Additionally, a Paralympic World Class Performance Programme (WCPP) was confirmed for the four-year Paris 2024 cycle, with an award of £1.106m, covering an athlete allocation of four players. The Technical Advisory Group (of which IK was a member) had held further discussions on athlete selection for the WCPP, which would commence on 1 April 2021. There had been ongoing discussions between Badminton Scotland, sportscotland and GB Badminton, around a possible 15% co-funding contribution expected from the Home Nation for any of their athletes selected for the WCPP, as well as unresolved issues with the two documents for the Paris 2024 cycle (the MOU and Lead Home Nations Contract).

In advance of the new World Anti-Doping Code, and UKAD rules and regulations taking effect on 1 January 2021 UKAD had sought the nomination of two anti-doping leads from each governing body. Badminton Scotland's Leads would be Robert Blair and Andy Bowman, both of whom had attended a UKAD webinar on 10 March 2021.

All performance squad members had been sent email addresses for the two Player Representatives (Adam Hall and Kirsty Gilmour), and this information would be added to the Player Handbooks in due course.

RPS parents had been contacted to ascertain if they wished to join a squad WhatsApp Group, to facilitate squad communication – to date, over 100 positive replies had been received and Andy Bowman was progressing the set-up of this Group.

Further discussions were planned on how best to maintain the engagement, and inclusion, of players outwith the Senior Performance Squad, as well as on the provision of an education programme for the younger players.

Three cameras, funded by sportscotland, had now been installed in Scotstoun, to facilitate a project on the analysis of footwork. sportscotland would provide training in due course.

Scotland would host the 2021 U15 Quadrangular, which would be held from 1-3 October. Selection criteria remained to be confirmed.

6.3 Events Report

The minutes of the last Events Report had been circulated to the Board; however, since then, the minutes had been amended to reflect that when Meadowbank was open and available for booking, there were limited parking. KR would contact Roselind and Alistair Hall who advised they were no longer available to volunteer.

It was proposed that the National Senior Championships (originally scheduled for 5-7 February), National Disability Championships (originally scheduled for 30 January) and U13/17 National Juniors (17-18 April) which had been postponed, be rearranged for August 2021. If these events are unable to take place on their revised dates, they would be cancelled. The Board approved this proposal.

The Events Committee recommended that all remaining events in season 2020/21 be cancelled, except for the above. The Board approved this proposal.

The Scottish Open in 2021 would take place from 25-28 November. Discussions were currently ongoing with Glasgow Life regarding the support they can offer the event, as well as on the event venue, with Emirates Arena being the preferred option, were it available.

The U15 Quadrangular had been rescheduled to 1-3 October. The preferred venue was the National Badminton Academy, with the Sir Craig Reddie Centre as a fall-back option. Ireland had suggested that, going forward, consideration be given to hosting the event in the second half of the year, rather than the traditional May date.

It was proposed that the new regulations regarding coaching breaks be introduced to coincide with the start of season 2021/22, with the caveat that tournament organisers may apply to Badminton Scotland for dispensation if they felt the running of their event may be impacted by the regulations. This recommendation was agreed. It was noted that the Events Committee expressed concern that the new regulations may increase the difficulty in organising events. Additional support would be available if required to support volunteer tournament organisers during their events in the early stages of the new regulations being implemented.

Discussions on creating a series of outdoor badminton events in spring/summer 2021 had been postponed until such time as Scotland's route map out of Covid 19 became clearer.

It was noted that, despite falling Covid case numbers and the introduction of the Covid vaccine, significant uncertainty existed around start dates for tournaments, which may impact the 2020/2021 tournament calendar.

6.4 Engagement Report

Webinars continued to be delivered and organised, with each one, to date, being over-subscribed. The Unconscious Bias workshop was held on 26 January. This also had attendees from 4 other National Federations, as well as representatives from Badminton Europe. The next webinar would be held on 24 March (Getting Coaches Ready for Sport).

All Staff, and some partner Tutors, now had access to the VLE and both content and learning opportunities were being added to the system. sportsotland was providing intern support to develop one learning module which was focused on the Curriculum for Excellence resource and training.

The structure of the Engagement Committee had been finalised, with Anne Robertson now Chairing the Development Group whose focus will be on the development of the new Coaching Qualifications; and the Board was asked to approve Fraser Michie's appointment as the final co-opted position. The Board approved this.

Development of the Virtual Learning Environment (VLE) continued with Team members and partner Tutors having access to the system and the Badminton Scotland "sandbox", as well as online training and content. In due course the system would be used to administer the new Coaching Qualifications, and host a CPD and coaches' communication channel. A Coaching Group had been set up consisting of Josh Neil, Anne Robertson, Lena Robertson and Alan McIlvain to progress the development of the new Scottish Coaching Certificate for Badminton, which would replace the UKCC programme. The new Level 1, Assistant Coach outcomes had been published and the Group was working on the content to ensure validation from SQA and CIMSPA. It was expected that the level 2 and 3 outcomes would be available over the next few months.

	<p>The Engagement Team had developed a set of resources for a “Learn to” development programme to teach young players and provide a commercial model similar to other sports. The initial resources were being tested and demonstration content produced.</p> <p>Various clubs interested in being involved in the Pathway programme had been in touch: the relevant BS staff were working with them to progress this and increase the number of pathway Clubs in the system.</p> <p>Promotion of the benefits of the Shuttlemark programme continued: there were currently 4 new clubs actively working towards the Bronze Award.</p> <p>HBG were piloting a process with Badminton Scotland to have an Area Action Plan. A draft Action Plan had been produced, confirming 4 key priority areas of Coach Education, Club & Community Development, Competitions and Performance. Sub Groups of the Committee were formed to progress this.</p> <p>The membership system continued to be updated to make it more efficient and effective. Current membership remained low, though contact had been made with lapsed clubs encouraging them to reaffiliate, highlighting that there was no cost do so presently.</p> <p>At the last meeting of the Badminton Scotland Disability Working Group, the action plan was finalised and would be progressed over the next three years with additional funding confirmed for this period. One of the initial actions was gathering base line data on numbers of players and clubs to be included within the annual census intended to be sent to members at the end of March 2021.</p> <p>The Woman in Sport Booklet completed and shared with BEC for distribution to other member federations would be used in various settings. We were currently partnering with SEMSA to run a participation and coach education programme.</p> <p>The Equality Intermediate Standard Assessment would take place over the next year and an action plan had been developed to progress this.</p> <p>As part of the sportscotland funding criteria for 2021/22, 100% compliance was required from our Safeguarding Audit. Currently we had reached 98% compliance with the only outstanding action being Board Training and a review of the Board Induction training. Children First had designed an e learning course for Board Members which should be available soon and the Board was asked to complete this course, once available.</p> <p>The SCRBC remained closed due to the tier enhanced level 4 restrictions, though it was hoped the Centre would reopen on Monday 26 April 2021.</p>
<p>7</p>	<p>BOARD PROPOSALS</p> <p>Noting that recruiting Independent Directors would further strengthen the transparency and accountability of the Board, in line with good governance. It was noted that, the entire Board, apart from the CEO, was currently voted in by the membership at AGMs. This did not provide the Board with the opportunity to fill skills gaps and ensure equality and diversity of the Board members. The decision to allow co-opted members on to functional committees had increased the representation of the wider Badminton community on the decision-making structures of the sport. This ensured greater transparency and scrutiny of the implementation of the Strategic Plan for the Committees.</p> <p>KR proposed that a short-term Working Group be established to carry out the task of reviewing the skills matrix; and agreeing a process and timescales to recruit independent Directors. The</p>

	<p>Working Group would consist of the Chair, Chair of the Finance Committee the CEO and the President. The Board approved the proposals to recruit independent Directors, and to the setting up of the Working Group.</p> <p>To facilitate the change the Board considered the option to remove the role of Past President from the Board structure. If agreed, and taking into account the recruitment of 2 Independent Directors, the Board would consist of 10 members.</p> <p>At the last Board meeting there had been a proposal to extend the term of office for the President and Vice President due to the impact of Covid 19 on the 2020/21 season. The Board agreed to recommend to the AGM the extension of the term of office for the current President and vice President by one extra year; as well as the removal of the role of Past President from the Board.</p>
<p>8</p>	<p>SPONSORSHIP ASSETS</p> <p>Following the last Board meeting, the Twitter feed was moved further up the website page, resulting in a notable increase in engagement. Discussions continued in search of a principal partner. Additionally, within the current financial climate, work would be undertaken to identify potential secondary sponsors for specific categories.</p> <p>In terms of player clothing, the National Senior Squad Player Agreement would contain clauses to reflect the fact that some areas of their kit could be used for sponsors if the player was not using that area for their own sponsor. This had been discussed with the players, who had agreed to this. As the RPS was a national initiative, this provided an opportunity to brand the kit that we provided to squad members and coaches.</p> <p>It was agreed to discuss at the upcoming meeting with Groups joint opportunities to increase sponsorship assets.</p> <p>With the Commonwealth Games in Birmingham less than 18 months from now, the proposed Golden Shuttle initiative would be used to promote the sport to as wide an audience as possible and generate additional funds to support Senior Squad members with their qualification campaign. It was proposed that the initiative to be launched with “a year to go” countdown to CWGs (July 2021) and at the start of the new Badminton season in Scotland.</p>
<p>9</p>	<p>BOARD AWAY-DAYS</p> <p>A virtual Board Away Day was planned for 28 April, with the agenda including Return to play update; Safeguarding training; AGM preparation; Board Directors’ recruitment; Pathway model; Club development – particularly clarification of priorities and support for “flagship” clubs.</p> <p>It was hoped that an “in-person” meeting would take place during late July, providing the Board and SMT with the first opportunity to meet for 18 months. The agenda for this meeting would include Return to play update and reset for next 2 years following Covid, updates from all Heads regarding the coming season and beyond; and Board and SMT Equality training.</p>
<p>10</p>	<p>DATE OF NEXT MEETING</p> <p>Wednesday 12 May 2021 Board Meeting</p>

11	AOCB
	<p>KR reminded three Directors that their Board profiles had not been received. These would be added to the website.</p> <p>The Annual Plan had been amended and circulated to the Board, and added to the Board Teams site.</p> <p>There being no other business, the meeting closed at 10.10pm.</p>