

## Minutes: Badminton Scotland Board Meeting Conference Call

Wednesday 12<sup>th</sup> January 2022 at 6:30pm

<b>Board:</b>	Frank Turnbull	President / Chair
	Carolyn Young	Vice President
	Keith Russell	Chief Executive
	Morag McCulloch	Events Committee Chair
	John Craig	Engagement Committee Chair
	Christine Black	Performance Committee Chair
	Gordon Haldane	Finance Committee Chair
	Paul Morgan	Independent Director
	Bill Blacoe	Independent Director
<b>Invited:</b>	Ewen Cameron	sportscotland
	Keith Farrell	Connect Marketing
	Colleen Walker	Minute Taker
	Dylan Quigley	Minute Taker

<b>1</b>	<b>APOLOGIES FOR ABSENCE</b>
	Apologies had been received from Ewen Cameron.
<b>2</b>	<b>MINUTES OF MEETING HELD ON 13th October 2021</b>
	Edits needed prior to approval: appeals process – timescales for the process will be extended to allow appeals process to be re-appealed if necessary Proposed and seconded for approval based on above amendment.
<b>3</b>	<b>PREVIOUSLY UNDECLARED DECLARATIONS OF INTEREST</b>
	One director is on Badminton Wales disciplinary panel (now for 9 months), but it's agreed this is not a conflict for us Another director is actively involved in a badminton club, but it's noted that most of the board are involved in clubs in some aspect, so it's not a conflict.
<b>4</b>	<b>MATTERS ARISING/OUTSTANDING ITEMS</b>

	None not on the agenda
<b>5</b>	<b>CHIEF EXECUTIVE'S REPORT</b>
	<p>The Kickstart programme has been extended and we can now get extra funding for another 6 months. We will retain one post and continue to advertise for the Performance Admin role.</p> <p>MOU – The BWF Para Series MOU has been signed with the other 4 Nations. In addition to the Para Series we have agreed to include the following areas into the MOU.</p> <ul style="list-style-type: none"> <li>• Rankings</li> <li>• Graded competitions</li> <li>• Coach Education particularly CPD</li> <li>• Technical officials</li> </ul> <p>Meat Market – the next stage of development is to be completed by the end of May. We need to consider, with the other sports involved (Handball, Archery, Fencing) the operating model and financial forecasts. Work is on-going with sportscotland on the strategic and local context for the development as it is a pilot project identified by the National Sport Sector Forum. We will evaluate the rationale for retaining the SCRBC as part of this project as it is the only Badminton specific facility available at this time.</p>
<b>6</b>	<b>FINANCE REPORT</b>
	<p>Overall the projected budget deficit for the 2021/22 budget is £75k. The main financial risk is the projected sponsorship budget of £75k and commercial sales of £29k. We have mitigated as far as possible with cost cutting which will be continued over the coming weeks.</p> <p>We will be meeting a potential headline sponsor that is potentially a good fit for us. The Environmental, Social and Governance ESG aspects are important to them and fits with our message of Badminton being in every community in Scotland.</p> <p>sportscotland have confirmed verbally that additional funding will be provided for a 2% inflationary increase in salaries, backdated to beginning of the financial year.</p>
<b>7</b>	<b>Board / SMT Priorities</b>
	<p>7.1 Club Development</p> <p>The lack of a strong club infrastructure has been identified for many years as a significant weakness in the sport. This deficiency is now considered to be the most pressing issue to be resolved to allow the sport to develop not only it's membership but the component parts of the sport that are interdependent if we are going to achieve our objective of becoming the biggest participation sport in Scotland.</p> <ul style="list-style-type: none"> <li>• Inter club and recreational competitions</li> <li>• Local Performance structures and coaches</li> </ul> <p>The 2020 – 2023 strategy identified a number of initiatives to support the development of the club infrastructure. The Shuttlemark programme and recent initiatives such as the Pathway Clubs have been positive however they are very slowly making incremental</p>

changes to clubs that want to be involved. At the same time a very small number of more aspirational clubs are trying to create new club models influenced by existing structures across Europe and what already exists in the majority of the larger sports in Scotland. Whilst the current club development activity should continue there needs to be greater dynamic innovation in the club structures to facilitate the growth of the sport.

The scope of this project will therefore look at an initial top down model of development with the ambition to support the development of “Flagship Clubs” that can provide role models for clubs to follow and for smaller clubs to replicate the components that are suitable for their club. By supporting the development of “new” clubs with the explicit objective to accelerate knowledge transfer and support the development of club and recreational competition structures will allow the wider club infrastructure to evolve more quickly and effectively than through organic evolution.

**Carolyn & Bill volunteered to be on steering group along with KR, NW, JN and an RDO.**

## 7.2 SSBU/BSCO

### SSBU

Over the last circa 15 years there has been a significant change in school sport activity with the introduction of the sportscotland led Active Schools programme with a move to increasing levels of activity in school age children with less emphasis on sport specific development. There is however a very clear and increasing focus on connecting activity in schools with activity in the community and in a sporting context particularly to local sports clubs. Badminton is a sport that is played at the majority of schools with big numbers of children hitting a shuttle, but there is little connection into the community due to our weak club infrastructure. In parallel there has been, for well over 20 years, a significant focus for Sports Governing Bodies in Scotland (SGB's) to take an active role in the development of participation, coach education, club development and competition programmes for young people.

It was agreed to host a meeting with sportscotland and a senior Educationalist to discuss the future strategic direction of sport and physical activity in Schools with the Chair of SSBU, KR, NW, FT, JC. Following this there would be discussion with the SSBU Exec regarding the way forward.

### Technical Officials

BSCO have been having problems recruiting and retaining officials – the Nationals this month are operating with the minimum number of officials. BSCO exist to recruit and train Technical Officials TO's for Badminton Scotland events. BSCO have several capable people involved and should be an asset to the sport in Scotland. 2 years ago an MOU was agreed to more clearly express the roles of BSCO and BS. Whilst this clarified the landscape there has been no improvement in the number of TO's recruited and trained and we are now in a position where the lack of TO's is having an impact on our tournament programme.

Staff have tried to encourage new approaches to recruitment and training but these have been dismissed or not actioned. For BS to protect the integrity of our tournament

programme we need to be confident that the appropriate number of TO's are recruited and trained and at this time we are not confident that BSCO will be able to do this.  
**It was agreed for KR, NW and MMc to meet up with the BSCO exec to discuss the provision of officials.**

### 7.3 Competitions

The existing tournament calendar was reviewed and updated 3 years ago for inclusion in the 2020 – 23 Strategy. This review focused on strengthening the Tournament calendar with an emphasis on more Grade 2 and 3 events providing more opportunities for lower grade players.

Due to the pandemic there has been some progress but limited to a "Scottish team" competing in a 4 Nations graded event in Dublin and rationalisation of leagues in the GNS, West and Lanarkshire areas. Covid is obviously having an impact on this work.

**It was agreed to follow up on the following areas.**

- **Focus on new recreational competitions**
- **Graded comps across the country**
- **Revitalise Local Regional and National league structures.**
- **Inter Group competitions**
- **Bonanza events and Junior / Adult League competitions.**

**Further work will be discussed at the March Council meeting. KR**

### 7.4 Commercial and sponsorship

Sponsorship – The approach to date has not identified warm leads to present to. Bill Blacoe's contact has already created a lead which demonstrates the benefit of a personal approach.

**It was agreed to contact RPS parents with a request to identify any companies that might be interested in working with Badminton Scotland. - KR**

Commercial sales – needs greater consideration to evaluate the cost / benefit of focusing on retail sales.

Separate to the Sponsorship discussion it was suggested that we should consider an individual membership within the club affiliation. **KR to discuss at Group meetings.**

	<p>PM presented his thoughts on the findings from a short survey and observations from the ½ yearly meeting.</p> <p>Communication – we need to be more proactive rather than reactive, particularly with planning future communications and understanding what customers expect. If we communicate on a more regular consistent basis we will have feedback to use for future communication planning.</p> <p>The survey drew out that partnership and a sense of belonging are key to success; the tone should be set by the CEO and not ‘from Badminton Scotland’ and we need to be clear on what our compelling value proposition is.</p> <p>There are opportunities for us to be relevant and modern with a move away from being traditional to more progressive, take risks and be bold and innovative.</p> <p><b>PM to draft a plan to develop this area of work.</b></p>
9	<p>Commonwealth Games update</p> <p>A site visit to Birmingham was organised with Commonwealth Games Scotland (CGS) with all sports having a team manager present. The competition venue for Badminton will also host Netball, Boxing, Table Tennis and Weighlifting.</p> <p>Fern Gliders is the competition manager for Badminton and brings a huge amount of experience to the role having recently returned from the Tokyo Olympics.</p> <p>The venue has capacity for 5,500, and Birmingham have taken an innovative approach to the competition by configuring the courts differently to previous Commonwealth Games. Unlike previous Games there is no one central village to house all the athletes, and instead athletes will be split across three locations which are close to competition venues.</p> <p>Scotland House will be located in the city centre at University College Birmingham and will host extensive gym facilities and human performance lab.</p>
10	<p>Committee Reports questions / comments –</p> <p>Reports were circulated prior to the meeting, and there were no additional questions from the Board.</p>
11	<p><b>DATE OF NEXT MEETINGS</b></p> <p>March – Wed 9<sup>th</sup></p> <p>March – Council meeting TBC</p> <p>May – Wed 11<sup>th</sup></p> <p>June – AGM Sun 5<sup>th</sup></p> <p>August – Wed 17<sup>th</sup></p>

	October – Wed 12 <sup>th</sup> November – Half Yearly Sun 20 <sup>th</sup>
<b>12</b>	<b>AOCB</b> Engagement team review – expect to get back to pre-pandemic club membership levels. Events – apart from U13 and younger, numbers playing in tournaments has held up despite Covid