

Badminton Scotland Board
Minutes of Meeting held on 14th December 2022

Venue/Channel: Microsoft TEAMS

Attended by: Christine Black (CB), Bill Blacoe (BB), Colin Campbell (CC), John Craig (JC), Gordon Haldane (GH), Paul Morgan (PM), Keith Russell (KR), Frank Turnbull (FT), Carolyn Young (CY)

Also in attendance: Janyce Holmes (JH)

Apologies: Morag McCulloch (MM),

Minutes taken by: Janyce Holmes (JH)

Agenda Item		Action by	Due date
1.	<p><u>Apologies for absence and Welcome</u> Apologies received and accepted from MM. Late arrival had been notified in advance by GH. KR notified IT issues and joined as soon as these were resolved. FT welcomed everyone and opened the meeting. He reiterated that the meeting was not within the standard meeting schedule. It had been arranged to receive a Finance Report, an update on the progress of the Sport Scotland Investment Submission, feedback from the Four Nations CEO/Chair meeting and to discuss the planned 2023 January Board Strategy Away Day .The recruitment of a Board Chair had also been included on the Agenda ,but FT asked for this to be removed as it would not be discussed at the meeting.</p>		
2.	<p><u>Previously undeclared declarations of interest</u> None</p>		
3.	<p><u>Minutes of previous meeting</u> The minutes of the meetings held on 12th October were approved (Proposed by CB and seconded by CC).</p>		
4.	<p><u>Matters arising from previous minutes /Action Log</u> GH and KR joined the meeting.</p> <p><i>Note: A Matters Arising Action Log was initiated to accompany the October Minutes. This will be sent with the minutes from all future meetings to use to track actions more easily. A request was made to provide further information for all completed items in future. ACTION</i></p> <p><u>Minutes 12/10/22 item 8-page 4 Board members should raise any additional website issues direct with GS.</u> This will be an ongoing item. Matters have already been raised and progress on those will be updated directly with GS by the Board members who have raised them. <i>Note that approved Board Minutes should be available on the website. This had not been done since May 2021 and that was rectified during November.</i></p> <p><u>Minutes 12/10/22 item 8-page 4 Timing of affiliation funds to Group Conveners to be clarified as soon as possible.</u> It had been advised that no funds are available for 2020/21 since clubs were not charged in that period due to this being during the acute stage of the pandemic.</p> <p><i>An update was also provided on a Completed item which was confidential so removed for published minutes</i></p>	KR/JH	15/12/22
5.	<p><u>Finance Report</u></p>		

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<p>As requested at the previous meeting, a proposed standardised format for the Board Finance Report had been agreed. This had been circulated in advance to Board members once available on 13/12/22.</p> <p>The report covers.</p> <ul style="list-style-type: none"> • Summary figures for year-to-date actuals v phased budget by function • Summary outlook on total budget year end projected position <p>The report format will be refined further to include an increased level of commentary to highlight the key matters of importance for the Board and increased cash flow information. In addition there was a view that the terminology of “mitigation “is somewhat confusing , so consideration should be given to an alternative. ACTION</p> <p>GH/KR and Finance Manager Colleen Walker (CW) were thanked for their work on this report. It was also commented that it will be useful for the Board to have a more detailed update of the current year and projected 22/23 year income sources outside of the Sport Scotland funds. This will be part of the discussion at the January Away Day. ACTION</p> <p>Several questions were raised and discussed :</p> <p>Question (Q) : Where is the budget income from membership and commercial income included ?</p> <p>Answer (A) : KR confirmed that both are in “ Effective Governance “as well as retail sales, and also reiterated that increased membership income resulting from the recently introduced individual membership subscription category had not been budgeted.</p> <p>Q: What plans are in place to recover the shortfall in Sponsorship income ?</p> <p>A: KR commented that it does not seem likely that this can be recovered before year end in the current operating climate . In recognition of that ,the finance report includes the areas of projected underspend which will partially offset this.</p> <p>Q: Was a decision made to effectively “write off” the commercial income under the sponsorship contract and if so when was that decision taken and who was responsible ?</p> <p>A: KR advised that commercial income was not part of the sponsorship contract . Retail clothing sales have not been possible due to stock availability issues. There are ongoing discussions with the Sponsors to try to find a resolution in this financial year to generate some income from retail sales, but it is prudent not to factor that in now.</p> <p>A suggestion was made that the issue of retail sales be considered at the Strategy Away Day. ACTION</p> <p>Q: Is it correct to interpret the figures in the report that “mitigations” reflect savings made as a result of unfilled vacancies including RDO posts?</p> <p>A: KR commented that this is correct and reflects the reality of the current hiring climate. Two recruitment campaigns were undertaken for the Northeast RDO. One resulted in two potential candidates who both accepted alternative roles and withdrew from our process before it was completed and the second campaign produced no applicants. The process can be initiated again in January, but this would not result in any new staff member being on board before the financial year end.</p> <p>Q: If the year end projection is correct does that result in a reduction in our reserves?</p>	<p>KR/GH/CW</p> <p>KR/GH/CW</p> <p>FT/KR</p>	<p>18/1/23</p> <p>18/1/23</p> <p>18/1/23</p>
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	<p>A: KR confirmed that was effectively correct , but commented that the projected loss is now lower than the budgeted loss. The cashflow position demonstrates that we fall below our reserves requirement for two months only.</p> <p>Q: Is it correct that the lack of the Scottish Open event contributes to the year end loss ?</p> <p>A: KR confirmed that this was the case and accounted for £5.5K. He also commented further that the Board will have an opportunity to discuss the 2023 Scottish Open plans in January since the current outlook is that a deficit would be projected. That arises from a steady state financial contribution from Glasgow Life whilst costs have increased significantly.</p> <p>A discussion followed concerning the level of individual and club affiliation membership income. KR outlined key figures demonstrating :</p> <ul style="list-style-type: none"> • Overall club affiliation is still lower than last year. • There is a varied picture in individual membership levels across clubs from 90% to 0%. Some clubs have taken the approach of affiliating individual members on their behalf within their club membership and others have left that decision to individuals. • Badminton Scotland is focusing its individual affiliation recruitment efforts on larger clubs as this is where the biggest impact will be generated. • There is evidence of increased engagement with social media amongst the Badminton community, but this has not yet resulted in an impact on individual membership affiliation or ticket sales for profiled events such as the EMTCOs. <p>Several suggestions were made to drive increased individual membership such as</p> <ul style="list-style-type: none"> • Focus on the impact of the individual membership as an investment to secure the future of the sport. • Individual affiliation being made compulsory and a condition of competition entry. • Encourage Club secretaries to affiliate their members automatically. • All Badminton Scotland Staff to be advocates and to demonstrate the value of being a member through consistently high levels of service. <p>Agreed that this must be a focus area for the Board and it will be discussed further at the January Away Day.</p>		
6.	<p>Update on Sport Scotland submission.</p> <p>The indicative outcome will not be available until late January, and we should have an outline for our January Away Day. Sport Scotland have been required to make savings of £3.5 m in the next financial year due to reduced government funding. There is an expectation that the Government target of doubling Sports investment by 2025/2026 will remain in place nevertheless, so the main impact may be in Year one of our four year cycle.</p> <p>KR reiterated that the decision from Sport Scotland is “in principle” for the full four year cycle with formal sign off and agreement prior to the start of each individual year.</p> <p>Q: Once the investment is granted can we the choose to switch money between functions ?</p> <p>A: KR confirmed that this is not possible.</p>		
7.	<p>Feedback from Four Nations CEO & Chairs Meeting</p>		

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	<p>This was held at the Welsh Open and it was a positive meeting. All CEOs and Chairs agreed to meet regularly in future. The next one will be held in Baku alongside the BEC AGM & Council event.</p> <p>Key discussion points were.</p> <ul style="list-style-type: none"> • Para Games -these will be hosted by each home nation in turn going forward • Referees & Officials effective recruitment & retention • Graded Events to allow club level players an opportunity to represent their country • Olympics- the need for all four nations to work together. <p>FT also commented that he had been impressed by the athletes representing Scotland who played at the Welsh Open tournament. He commended them on their commitment and excellent level of effort.</p>		
8.	<p><u>January 2023 Strategy Away Day</u></p> <p>The Board is agreed on the overall Strategy. The January Away Day will be an opportunity to reflect on priorities in light of the indicative Sport Scotland investment outcome and begin scoping the operational plans to implement the strategy. The Board's role in oversight of the implementation of the strategy will be assisted by a clearly communicate plan identifying roles, responsibilities, and target outcomes with milestones. This should be discussed at the January Away Day.</p> <p>It is clear, as identified above and outlined in the strategy, that additional sources of income will be a key focus .</p> <p>KR confirmed that one of the RDOs will attend part of the meeting to give Board members an overview of their role.</p> <p>FT thanked all for their input to the discussions and confirmed that he and KR will finalise the Agenda for the Away Day . Venue and other details will be confirmed as soon as practical in January . ACTION</p>	FT/KR/JH	18/1/23
9.	<p><u>Any other business</u></p> <p>None</p>		
10.	<p><u>Date of next meeting:</u></p> <p>Strategy Away Day Sunday 29th January 2023 10:30 to 15:30</p> <p>Venue and to be confirmed. Outlook invitations have already been sent.</p>		

CY left the meeting at 19:40

BB left the meeting at 19:57.

The meeting closed at 20:10