Venue : Commonwealth Games Scotland Boardroom, Airthrey Castle University of Stirling, FK9 4LA

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

Also in attendance: Janyce Holmes (JH)

Apologies: None

Minutes taken by: Janyce Holmes (JH)

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| **Agenda Item** |  | **Action by**  | **Due date** |
| 1. | **Apologies for absence & Welcome**There were no apologies for absence, however several attendees were delayed due to travel difficulties and the meeting commenced half an hour late at 19:00 as a result.It was noted that this would be JH’s final Board meeting and she was thanked for her input to the work of the Board during the past 6 months. A new Performance Coordinator (Robert McLean ) will start on 13/3/23,which allows for a short handover before JH leaves on 15/3/23. |  |  |
| 2. | **Previously undeclared declarations of interest**None  |  |  |
| 3. | **Minutes of previous meeting**The minutes of the meeting held on 14th December were approved. (Proposed by CB and seconded by CC). It was noted that one confidential action would be redacted in the copy published on the website. |  |  |
| 4. | **Matters arising from previous minutes /Action Log** Completed items from 12/10/22 were noted and the following updates were discussed:**Minutes 12/10/22 item 8 page 4** :**Board members should raise any additional website issues direct with GS.** This will be an ongoing item, as noted at the previous meeting. Matters have already been raised and progress on those will be updated directly with GS by the Board members who have raised them.**Minutes 12/10/22 item 5, page2: Finance Report format to be refined further and update on income other than Sport Scotland** **to be provided for January Away Day**. Income information had been provided at the January Away Day and further refinements to the Finance Report had been made in the paper to be discussed at item 6 on the agenda below. |  |  |
| 5. | **Governance**Following the discussion of the opportunities to manage the business of the Board more efficiently which had taken place at the January Away Day, KR had provided a report on progress.The following aspects were highlighted and discussed:**New format agenda** The aim of the new format was to find a balance between operational information and strategic oversight with clear identification of the purpose of each agenda section. There was a discussion about the best way to achieve that balance of operational information and strategic oversight. A proposal was made to make use of available IT to give access to all Board members to relevant reports and agenda matters on a bespoke Board page, rather than through email attachments. There is an existing MS Teams page which all meeting papers are loaded ahead of each meeting, but the majority of Board members are unable to access this currently. There was also a discussion about the provision of Badminton Scotland email addresses for use on all Board matters. It was understood that this had been investigated previously and not progressed due to cost. **ACTION:** KR undertook to review and obtain a cost and feasibility estimate for this and continue to look at further refinements to the agenda format.**Chair recruitment**Further to information circulated to Board members when the recruitment process was launched, KR updated that he had received interest and enquiries about the role. The Board working group responsible will be shortlisting candidates w/c 27/3/23 with interviews to be scheduled w/c 3/4/23.**ACTION:** Board Chair recruitment working Group supported by the Performance Coordinator**Independent Director recruitment**It was proposed that this recruitment process is held over until the new Chair is in post. After discussion, this was **AGREED.** **Register of Interests**In addition to their being an opportunity for the verbal declaration of interests in specific Agenda items at each meeting, it was clarified that the timing of the annual review of Board directors’ Register of interests will be at the start of the new financial year (1/4/23). All Board members will be provided with the appropriate form for completion and a summary for the full Board will be prepared on the basis of those inputs. Directors were also reminded of the need to update the form should their interests change materially during the course of the year.**ACTION:** All to complete**AGM Elections**It was confirmed that no Board Committee Chair elections are due at the 2023 AGM (4th June), but that all six positions will then be due for election at the 2024 AGM. **ACTION:** After discussion it was agreed that KR & FT will draft a solution to stagger these and circulate for discussion at the next Board meeting.**Future Board Development**The following items were highlighted as opportunities for the future which will be addressed in due course.• Board training and development• Nominations Committee• Short Life Working Groups review  | KRKR and Board Chair working group/RMacLBoard directorsKR/FT | 17/4/23w/c 27/3/2330/3/2310/4/23 |
| 6. | **Finance Report**The format of the Finance report is still a work in progress and all Board members are encouraged to continue to provide feedback to GH and KR.Those comments already received in advance of this meeting will be reviewed with Colleen Walker (Finance Manager). **ACTION:** GH & KRThe report content was discussed with several questions being answered and points noted as follows:**P & L**It was noted that overall, the 2022/23 P & L is trending on budget.*Question (Q):*Can the commentary be developed so that it demonstrates a clear link back to the variances?*Answer (A)*: GH & KR yes this will be reviewed. **ACTION****Revenue** *Q:* what percentage of the total revenue is derived from Sport Scotland and is this increasing or decreasing?*A:* KR & GH the current percentage has been stable at 76%. It remains a goal for the organisation to find additional alternative revenue streams.**Cashflow**It was noted that given the nature of Badminton Scotland’s operations cashflow is a key metric for financial health.**Balance Sheet***Q*: What is the effective date of the report?*A:* GH the report is as at the end of January, and this will be added to future reports. **ACTION****Charitable Trust**KR will present a proposal to the Board at the May meeting. **ACTION** | KR/GHKR/GHKR/GHKR | 3/4/233/4/233/4/233/5/23 |
| 7. | **Annual Operational Plan 2023**It was noted that the plan had been prepared on the basis of the Sport Scotland investment submission and will be adjusted if required once the outcome of that is confirmed . That confirmation is expected by the end of March and Board members will be advised . **ACTION**The following questions were raised:*Q:* Have we captured the work needed on **Facilities** ?*A:* KR work is ongoing in this important area and that will be expressed more fully in the plan**. ACTION**KR commented further that he had attended a Sport Sector CEO’s meeting with the Scottish Sports minister recently, where this was one of the key matters raised. In addition, KR and other Sport sector CEOs have a meeting scheduled with the Sport Scotland Head of Facilities to discuss further.*Q:* Should this operational plan include the integration between tournament software and membership?*A:* KR this is not in the Four Year Plan but is not a short term priority.A discussion followed on **Membership** , during which the following points were noted, and questions answered.It was noted that there has been a positive response from the follow up with competition entrants which had not previously affiliated but are now required to do so to be eligible for entry. The firm implementation date was confirmed as 1/4/23.*Q:* Why has that date been chosen, and can it be delayed ?*A:* KR That is the start of the new financial year so a logical date. In addition this has been proposed for several months now and the majority of competition entrants have affiliated. It is important to be consistent across the sport.*Q:* Does the current insurance offer included in membership require improvement?*A:* KR that is an aspect which will be investigated further. **ACTION**KR outlined that he and Nicky Waterston will be scheduling meetings with Flagship clubs to discuss how we can add value to their development and will include affiliation and its benefits to clubs and their members. **ACTION :** KR to provide a progress report on membership at the April meeting in his CEO report.Following the conclusion of the discussion, all Board members have been asked to advise KR & FT of their preference for the Operational Plan monitoring reporting format for 2023/24 to ensure that key strategic aspects are highlighted . It was noted that directors would find it helpful to see progress against prior years.**ACTION:** all directors to provide to KR & FT | KRKRKRKRAll | As soon as available10/4/2310/4/2310/4/2330/3/23 |
| 8. | **Scottish Open**The Board noted the need to decide on whether the 2023 Scottish Open event should be approved given the context of reduced funding from GS/GCC and others.It was highlighted that should the event not go ahead it was likely that the overall budget impact on Badminton Scotland would be a saving of only £2k. This was due to the resultant sponsorship loss from such a decision.Following a full discussion which took account of the implications for engagement, player development, strategic objectives, reciprocity with other European Federation events and Badminton Scotland’s current Sponsorship contract, the following was **AGREED:** The event is **approved for 2023** with the understanding that the operational executive team will be working up a plan to drive as much value from the event as is possible. In addition, some form of impact measurement should be made afterwards, albeit that there is an acceptance that it is not possible to get hard empirical data. KR highlighted that we already have an overarching document for the event that includes strategic objectives and KPI’s. We also provide reports to funders on these and other KPI’s **ACTION:**KR to circulate the 2023 Strategic Outcomes plan at the May meeting. | KR | 3/5/23 |
| 9. | **CEO Report & Annual Plan update**The following points of the report were highlighted:**Performance:** Achieving 5th in the EMTC Finals is a very positive result and puts us in a good place to continue to develop further as we aim to reach higher levels of performance internationally.**Events:** The Scottish Cup is gathering positive feedback**Marketing:** VICTOR branding ordered for SCRBC. New kit catalogue will be available from end of April, so there will be stock to sell on the website going forward which will tie in well with reaffiliation.**Other:**It was also noted that.* in relation to Belarussian and Russia athletes, Badminton Scotland is content to follow the general Government guidance.
* in relation to transgender athletes Badminton Scotland is content to follow the Badminton England lead on this and it will be discussed at the 4 Nations meeting on 17th March.
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| 10. | **Standing Items****•** Wellbeing and Safeguarding It was noted that all Board directors have been reminded recently of the contact details for Badminton Scotland’s Safeguarding Leads and that all will review the Whyte report into Gymnastics.• Race Equality report noted• Risk Register report noted• Membership Affiliations report noted and discussed at item 7, page 3 above.• Meat Market Project report noted |  |  |
| 11. | **UKAD Assurance Framework Annual Review Report**This was **APPROVED.** |  |  |
| 12. | **BEC -Annual Delegates Meeting – Elections**Noted that KR & FT will attend this meeting (21st to 23rd April 2023). |  |  |
| 13. | **Committee Chair verbal updates**• **Events:** It was noted that the provisional calendar will be confirmed following the decision to approve the Scottish Open event.No other verbal updates. |  |  |
| 14. | **AOB*** **Masters/Veterans Badminton**:

KR confirmed that a meeting had been held to discuss the structure of Masters/Veterans Badminton and a proposal will be forthcoming. **ACTION*** **Student Sport:** It was noted that it is important to develop the relationship with Student Badminton. **ACTION:** KR and FT to discuss and report back
 | KRKR | 3/5/233/5/23 |
| 15. | **Date of next meetings:**Date of next meetings as previously advised:Monday 17th April via MS Teams 18:30 – 20:30Wednesday 17th May at BS Offices 18:30-20:30Sunday 4th June AGM & Board/Groups venue TBC 10:30 – 15:30Wednesday 23rd August at BS offices 18:30-20:30Wednesday 11th October via MS Teams 18:30-20:30Sunday 19th November Half Yearly venue TBC 10:30 -15:30 |  |  |

**GH left the meeting at 20:45**

 **BB left the meeting at 21:00**

**The meeting closed at 21:10**