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| Badminton Scotland Board Meeting |
| **Date** | 21 August 2024 |
| **Time** | 6 – 9:30pm |
| **Location** | McGhees Bakery, 10 Keppochhill Drive, Glasgow, G21 1HX |
| **Attending** | Keith Russell (KR), Kevin Scott (KS), Christine Black (CB), Bill Blacoe (BB), Colin Campbell (CC), John Craig (JC), Craig Robertson (CR), Aileen Travers (AT), Gordon Haldane (virtual attendance) (GH). |
| **Guest** | Alison Craig – **sport**scotland  |
| **Apologies** | Robert McLean |

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| Minutes of previous meeting | Approved with no amendments  |
| Action Log | To be updated and revisit at next meeting |
| Budget 2024-25 update | * KR gave a presentation and update on the Badminton Scotland growth strategy noting that the most updated budget deficit will be circa £5K. It has been challenging to reduce this from approximately £68k at the start of the year.
* This presentation was delivered to **sport**scotland colleagues on 19 August.
* Key areas of focus of the strategy rely on
	+ Increasing membership to 6,000
	+ Events – increasing recreational competitions
	+ Sponsorship
* KR/KS requested sign off of the 2024-25 budget
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| * Board discussion around whether there are operational plans concerning the aspirational budget assumptions, requesting further clarification around who is responsible and to what timescales are they operating.
* It was noted that majority of the board would like sight of the operational plans to bring comfort in signing off the proposed 2024-25 deficit.
* There was further discussion around staff KPIs and acknowledgement that the staff team as a whole would need to be supportive of the Engagement teams objectives in the current financial climate.
* Noted that current membership sits at 1,600 which is tracking below current target of 6,000 by 31 March 2025. JC noted that the 5,300 members on JustGo system may not be current members so cannot be relied upon.
* There must be further discussions if clubs are not signing up all members.
* It was noted that whilst there is comfort agreeing on every single budget line, there are many moving parts and having visibility and understanding of objectives and operations, however, there should also be a plan in place for what the future of Badminton Scotland may look like, should the budget be vastly different from what is projected. Noted that this may include the repositioning of people and objectives.
* KS noted that although this is a challenging financial climate, the focus should not be lost on the good things that Badminton Scotland is achieving.
* GH wanted it noted that all directors had reservations around the budget and that the line saying we were comfortable with it is not accurate. GH was not confident revenue targets would be hit. He believed costs would need to be cut if these targets could not be met.
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| **Action:** KR to circulate the growth strategy update to the board, on a fortnightly basis. **Action:** Tasks and objectives document to be worked up and agreed with the Engagement team and brought back to subsequent board meeting**Actions:** Board request sight of 2023-24 financial statements for sign off prior to lodging at Companies House.  |
| **Outcome:** The board unanimously agreed to sign off the budget deficit for 2024-25 of circa £5K subject to the following caveats:* Focus on the performance club RPP, flagship club and clarity that the Engagement team will be solely focused around driving the membership figure.
* Improved and cohesive operational communication plan and actions across the whole sport reported to the board
* Mitigation plan
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| Regional Performance Pathway (“RPP”) | * Within the presentation and discussion of the 2024-25 budget and growth strategy, there were expanded discussions relating to the new regional performance pathway model.
* AT sought clarity regarding the definition of a RPP club and that of a Flagship club. It was noted that there is not a consistent model for what is considered a Flagship club, as it forms more of a bespoke model. The Engagement team will review whether the club’s priorities align with that of Badminton Scotland, a commitment to growing and developing with a mutual benefit from the programme. Thereafter a Memorandum of Understanding (“MoU”) and development plan will be agreed.
* At present there are 16 potential Flagship clubs, however, as yet there are no clubs signed up with an MoU.
* There are currently 3 RPP clubs (Edinburgh Badminton Academy, City of Glasgow and Aberdeen Badminton Academy) with potential discussions ongoing with a fourth in Glasgow Badminton Academy. Adding a fourth would expedite the intented work going on in the West of Scotland.
* AT sought confirmation that a RPP club could not also be a Flagship club, which was confirmed.
* GH requested a programme plan with a timescale of signing the Flagship clubs up and requested clarity on what management controls would be in place to monitor the progress and learning as the programme rolls out, requesting that this is fed back to the board. KR noted that the monitoring is through the performance committee, but as the roll out has not yet fully begun there is no feedback, however, this will be taken on board and the programme adapted accordingly.
* Board discussion around the Miniton programme and request that clubs should be able to view the programme outline, even if they are not undertaking it. KR noted that Miniton is being piloted across a number of clubs and the roll out will happen after feedback and learning is captured.
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| **Action:** AT and CR requested a copy of the presentation slides which were used by Josh and Ingo regarding the new RPP model.**Action:** AT and CR requested a definition of RPP and Flagship club and a list of the potential clubs on each. **Action:** Communication to be visited for clubs who are not currently eligible within the primary roll out phase. |
| Events Committee membership approval | * The events committee was approved unanimously.
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| Meat Market update | * KR gave an update that the outline head of terms will be agreed in October 2024.
* KR suggested an interim board meeting to be scheduled to allow its review prior to external agreement.
* CR sought confirmation that all avenues of opportunity around the National Badminton Academy had been exhausted and requested some of the detail around the proposal and benefits of the Meat Market move. KR noted that the Meat Market would include a brand new 6 court facility in a more accessible area were the primary drivers, and that it could provide to be a small income generator. Sir Craig Reedie Badminton Centre would initially be retained as a badminton centre if this is possible. The National Badminton Academy is now out with the scope of the standard security period after receiving **sport**scotland investment, and therefor there is no preferential rate or access for Badminton Scotland going forward.
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| **Action:** CR requested more detail of the proposals regarding the Meat Market  |
| Sudirman Cup 2027  | * Discussion around the legacy of the Sudirman Cup and acknowledgement that it will be important to plan for the legacy and ensure it is seized at the maximum level.
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| Board and SMT away day | * KR requested a board away day in early November 2024, to discuss engagement with clubs in order to feedback appropriately to the half yearly meeting on 17 November 2024. Badminton Scotland SMT will also be in attendance.
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| Key Points and Next Steps | * After focused discussions on many of the key areas around facilitating the key areas of membership, flagship clubs, performance pathway, graded comp opportunities, coaching, sponsorship, marketing and communications/ website, we arrived at a core consensus.
* That was that we (as a board) have agreed to sign off on the Budget for 24/25 with a "target" of achieving not more than a £5k deficit in this Financial Year. This is considerably better than previous potential/ projected deficits posted earlier in this cycle.
* It is appropriate to say that there were some concerns as to delivery and actions to accompany the sign off included;
* That there is a clearly communicated and documented focus on the Membership affiliation growth from the performance clubs and the Flagship Clubs in particular. This is noting that the 6000 (paying members) membership target number can be achievable for this financial year, but does need significant focus and planning starting with those key clubs. It appears on the current "run rate" that we are significantly behind the 6000 target, albeit it is early days post summer, but this needs focus. (ACTION KR and TEAM)
* Clarification that the objectives of the engagement team match this business target. Evidenced by actual tasks/objectives per individual, rather than just contained with the KPI document (ACTION KR)
* A review of exactly where we are and how we have progressed with this and other key Ex SS revenue targets before the next "full" Board meeting in October (ACTION KR then board)
* The board will receive the Growth and revenue Tracker update document every two weeks starting with immediate effect. (ACTION KR and Team)
* A list of the agreed Flagship clubs (noted as likely being 15-20 at the moment) to be supplied and they are to be contacted by the engagement team before the next Board meeting in October - Note
* - I would not class a generic email to them as “contact”. results to be fed back to the board prior to the October board meeting. (ACTION KR)
* An enhanced focus on our marketing and website area, noting that the board noted an apparent lack of updates created on the website. Several examples were provided by CC particularly. (ACTION KR)
* A focus on (more) Graded events, which were noted within the CEO presentation (ACTION KR and CR)
* We seem confident in other areas of the revenue targets e.g. Sponsorship/ coaching, but clarification and monitoring required at least monthly on those too. (ACTION KR)
* The KPI's that have been updated by the board (Aileen and John driving that) and communicated to the senior Executive team and they are now almost complete. They should be finalised and agreed asap and monitored at least Monthly. (ACTION AT/JC then KR/KS)
* An agreement to look at the overall communication plan, as it was noted with examples around the Junior Programme comms and roll-out. This risk being that we had potentially got clubs offside. Examples were given. It was pointed out that this "general"
* Communication point was also made at the AGM. It was concluded that Communication needs a general focus. Discussion took place on the connection issue - recognised current comms plan not working as evidenced by the low level of current membership - new comms plan to be pulled together and implemented with speed being of the essence (ACTION KR)
* We need a revised/ updated Financial Statement which needs to be signed off (It was noted that this is already requested by GH). (ACTION KR)
* [Colin Campbell] 12. We need to improve the marketing of our sport generally. In particular, we need to see a big improvement to the frequency and quality of updates, not just on social media but also on our website. These channels are our gateway to the outside world and crucial to promoting all aspects of our sport and helping to attract sponsors.
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| Date of next meeting | 23 October 2024 |