Date & Time: Wednesday 1st May 2024 18:30 -22:00

Attended by: Bill Blacoe (BB), John Craig (JC), Morag McCulloch (MM), Keith Russell (KR), Colleen Walker (CW), Kevin Scott (KS), Christine Black (CB), Carolyn Young (CY), Gordon Haldane (GH), Ingo Kindervater (IK), Josh Neil (JN) and Alison Craig (AC)

Apologies: None

Minutes taken by Robert McLean (RM)

Location/Media : MS Teams and McGhee’s Bakery - 10 Keppochhill Drive, Glasgow, G21 1HX

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| **Timing** | **Item** | **Topic** | **Action by** | **Due date** |
|  | 1 | **Apologies for absence** – None |  |  |
|  | 2 | **Minutes of previous meeting**  MM advised scrutineers should revert to her instead of CY, everyone was content with this.  Proposer – MM  Seconded by BB |  |  |
|  | 3  3a  3b  3c  3d | **Matters arising/Action Log from previous minutes**.  CC raised concerns around archived history of Badminton Scotland news articles disappearing after the transition of the new website.  Action for CW to investigate this with Charlotte.  CY raised concerns about number of items on the action log with comments, KR advised that he still has to go back to RM with a number of ones with his initials next to them.  CC would like to see the comments of what has been done also.  Acton for KR to update comments on action log.  **Fundraising Committee TOR**   * There was unanimous agreement on the necessity of establishing the committee and appointing a chair to lead it. * Emphasis was placed on the importance of considering financial projections alongside this initiative. * Various viewpoints were shared regarding the selection process for the chair role.   GH raised concerns around where we find the resource for the project.  Issue parked for the time being due to other pressing agenda items, but it is a worthwhile project.  **Independent Director Vacancy**  It was noted that feedback had been obtained from individuals involved in the interview process. However, the conversation was diverted towards challenging financial discussions and budgetary revisions. It was acknowledged that addressing the director vacancy was imperative, particularly, but that the priority for a primarily volunteer board was to address the budget deficit and revenue challenges as a priority, but to take forward the independent director vacancy process after the direction on the revenue situation was clearer and likely after the AGM.  The Chair had highlighted that whilst the revenue and financial conversations had taken a clear priority, he was keen to revisit the independent director recruitment now that he had taken time after his initial six-month familiarisation period and proposed revisiting the topic. There was a consensus among the attendees to proceed with the interviewing process after. Additionally, there was a suggestion to advertise the position just after the upcoming Annual General Meeting (AGM).  Concerns were raised regarding the stability of the organisation's finances and strategy. It was proposed to finalise these aspects before advancing with the interview process. A backstop date, potentially coinciding just after the AGM, was suggested to review progress on the recruitment process, ensuring alignment and clarity before proceeding further.  **Sudirman Cup**  KS and KR met with Thomas Lund and the Event Partners at Sport Accord in Birmingham.  Key Points Discussed:  Partnership Agreement: All stakeholders confirmed their commitment to pursue a bid for hosting the Sudirman Cup, emphasising the unity of purpose among the involved parties.  Challenges and Uncertainties: BWF's commercial agreement finish the preceding year (2026), which could impact the bidding process for 2027 events. Despite these challenges, there was a consensus to proceed with the bid.  Budgetary Considerations: There was further discussion on financial expectations, resource allocation, and potential risks associated with cost overruns. KR clarified that Glasgow would have to be the deficit guarantor  Timeline and Alignment: The timeline for the bidding process is not yet confirmed by BWF however progress will be made towards UK Sport's events panel meetings and timelines.  Action Items:  Further refinement of budget considerations through continued discussions with Glasgow stakeholders.  Evaluation of staffing and resource requirements for hosting the event, with a focus on mitigating risks.  Exploration of non-financial benefits and development opportunities associated with hosting the Sudirman Cup, aiming to maximise the event's impact.  **AGM Elections and preparation**  it was noted that Nina Waddell from the West Group had nominated Craig Robertson for the Events Committee Chair position. However, there have not been further responses or nominations from other groups.  Lack of Further Nominations: Concern was raised about the absence of additional responses or nominations from other groups.  Action Item: It was decided to follow up with all Groups to remind them of the nomination deadline and encourage further participation in the nomination process.  Nomination Process Clarification: The process for submitting nominations was clarified, with any nominees requiring to provide a CV and personal statement. Uncontested posts were not required as they had previously met the standard.  Voting Rights at AGM: There was discussion regarding voting rights at the Annual General Meeting (AGM), with clarification that all members present at the AGM have voting rights, including the board.  Role of Vice President: Further clarification was deemed necessary regarding the Vice President's role and their potential ascension to President if unopposed, highlighting the need for clear procedures. | CW  KR  KR  KR  KR/KS  KR/KS  KR  RMcL  KR  KR  KR / RMcL |  |
|  | 4  4a  4b | **Main items for discussion**  **Junior Performance - Presentation**  Review of Current Program Status:  Presenter: JN  The rationale for the change to the Junior Pathway was outlined and highlighted the need to focus on achieving the long-term performance outcomes.  There was discussion regarding the lack of awareness among coaches regarding national-level events and the overall performance outcomes.  Programme Restructuring:  JN Presentation will be circulated  Discussion held on the logistics of implementation and benefits of the proposed restructuring.  Funding and Resource Allocation:  Concerns raised regarding the affordability of extended training hours and strategies to mitigate financial barriers for athletes.  Collaboration with External Clubs and Academies:  Importance of collaboration with suitable clubs to enhance player development and program reach was discussed.  Emphasis on establishing clear guidelines and expectations for partnership agreements.  IK expressed concerns about the lack of participation at the under-13 level in badminton. He highlighted efforts made to establish regional performance structures (RPS) aimed at making performance opportunities more accessible. However, despite these efforts, the numbers of young players engaging in the sport remained disappointingly low.  Ingo suggested that the current approach might be flawed, emphasising that the focus should be on working with clubs rather than duplicating their efforts. He believed that collaboration between performance teams and clubs would yield better results in terms of player engagement and development.  Board echoed Ingo's sentiments, stating that the issue wasn't solely about performance but also about engagement within the broader badminton community.  To streamline communication and ensure that all questions were addressed comprehensively, it was proposed that questions from board members be collected and sent collectively to relevant individuals, such as Josh and Ingo. This approach would prevent duplication of questions and ensure that responses were provided in a coordinated manner.  There was concern from some directors that not all of the avenues may have been explored thoroughly and that communication, whilst difficult at times, has left some relevant parties feeling out of the loop.  Overall, the discussion highlighted the need for a more integrated approach to player development, with greater collaboration between performance teams, clubs, and development bodies. By addressing engagement issues and fostering stronger ties within the badminton community, it was hoped that participation levels would increase, ultimately benefitting the sport as a whole. KR clarified that the Junior proposals coming later on the agenda had been proposed due to the lack of players coming through the clubs and not taking advantage of the large number of players in Schools.  Action:  The change in the Junior Pathway programme was noted and further updates will come back to the Board on the implementation.  **Budget 2024/25 and Finance Report/Revised Finance Controls and Growth and revenue update plus revised proposals with measurement and KPI’s.**  Finance Committee report provided a review of the budget assumptions. While there was a general sense of comfort with the assumptions outlined, concerns were raised regarding the implementation of these within a challenging environment. Board emphasised the importance of realising the budget assumptions, particularly in light of recent discussions.  Key Points Raised:  Discussion on revenue sources ex sport Scotland, including sponsorship and commercial sales, coaching courses and the general lack of revenue delivery against targets, ex Sports Scotland. Members also discussed the need for continuous evaluation and adjustment of revenue generation strategies to align with organisational goals.  The clear point was that continuing to run a budget deficit was far from ideal and had to be addressed. The budgeted revenue lines Ex Sport Scotland are almost all below targets from the last financial year. This has to be addressed and this was a significant cause for concern. This includes commercial sales/ coaching courses/events and the low relative number of affiliated members on a comparative basis.  Important to prioritise the delivery of the new or enhanced programmes to achieve the challenging financial targets. Clear leads for projects with actionable steps and tangible progress, with accountability measures in place to prevent stagnation.  The need for increased membership contribution and revenue sharing from the sport was discussed particularly in comparison of membership contributions with other sports, feasibility of increasing membership fees, and strategies for engaging with the sport to increase revenue share.  During the meeting, BB highlighted the necessity of repurposing existing strategies to achieve a significant revenue growth target of doubling the current revenue. He talked about the importance of setting clear objectives and focusing on implementing effective financial controls. Several members echoed Bill's sentiments, emphasizing the need for tangible outcomes and detailed action plans to achieve the revenue growth target.  Action Items:  It was suggested that the Board should provide feedback to the executive team by early May on the presentation and execution of budget assumptions. This is to include key items that should be focused on by the executive to enhance revenue delivery with a clear view of balancing the budget deficit. This should result in the executive team providing a plan for delivery in this new financial year.  Additional Observations and Discussions:  Coaching Education Program:  There was discussion regarding the availability and accessibility of coaching education programs, particularly Level 1 and Level 2 courses.  Suggestions include:  Clarifying the course offerings and schedules on the website to make them easier to find.  Exploring the possibility of local tutors facilitating courses to reduce costs and increase accessibility.  Establishing a dedicated coaching committee or appointing a head of coaching to oversee the development and implementation of coaching programs.  Ensuring that coaching courses are aligned with the needs and expectations of the badminton community.  KR confirmed that there was a Coaching Group in place and had recently updated the Level 1 course following the change from UKCC qualifications. Level 2 & 3 are in progress.  Action:  NW to provide an update on Coach Education for the Aug Board mtg  Membership Retention:  Concerns were raised about the retention of club members and the need to simplify the membership renewal process.  Suggestions include:  Automatically renewing memberships unless members choose to opt out, with clear communication about renewal status.  Working with clubs to encourage membership renewal and address any barriers to renewal, such as additional fees.  Exploring ways to add value to club memberships to incentivise renewal.  Conclusion:  The meeting concluded with a consensus on the importance of setting ambitious revenue growth targets and repurposing existing strategies to achieve them with detailed action plans and enhanced financial controls to drive revenue growth.  Actions for Board to e-mail suggestions to RM by Wednesday 8th May and CC each other in. | JN/JK  KR  NW |  |
|  | 5 | **Risk Register**:  Not discussed |  |  |
|  | 6a | **CEO Report**:  Not discussed |  |  |
|  | 6b | **Disciplinary Rules Procedures, and Recruitment & Selection Policy updates**:  Policy updates were approved |  |  |
|  | 7 | **Standing items**:   * Wellbeing and Safeguarding * Race Equality * Health & Safety   Not discussed |  |  |
|  | 8 | **Committee Chair verbal updates**   * Engagement * Performance * Events   Not discussed |  |  |
|  | 9 | • **Any other business**  CC raised concerns that there were no reports on the Scottish Junior Nationals on BS website and the U15 Quad, no website article on that tournament either.  KR noted that Charlotte Sutcliffe started very recently and will update.  CC also wanted it noted to acknowledge the passing of Ian Brown who was a great servant to Badminton Scotland over many years. | KR |  |
|  | 10 | **Date of next meeting as previously advised**: 21st August 2024, AGM – 9th June 2024 |  |  |
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