



COUNCIL MEETING MINUTES

Minutes of the Council meeting held in the Pavilion Meeting Room, University of Hull Sports and Fitness Centre, Inglemire Lane, Hull, HU6 8JG at 1250pm on Thursday, 23 May 2019.

PRESENT

Council Members

Heidi Leseur (Buckinghamshire / Board Member)	Bernie Gill (Lancashire)
Alan Batchelor (Cheshire)	Cindy Gill (Lancashire)
Tim Smith (Cornwall)	Andrew Beeston (Merseyside)
Jo Wallis (Derbyshire)	Vickie Prow (Middlesex)
Bev Vatcher (Dorset)	Colin McNestrie (Northumbria)
Dave Geldart (Durham & Cleveland)	Patrick Fleming (Surrey)
Daniel Hockborn (Durham & Cleveland)	Paul Millman (Sussex / President)
Dave Neller (Essex)	Nigel Orrett (Warwickshire)
Geoff Went (Essex)	Peter Keen (Yorkshire)
Devan Kandiah (Hampshire / Vice President)	Matthew Stephenson (Yorkshire)
Gerard L'Aimable (Kent)	

Other Board Members

Joy Carter (Chair)
Nick Donald
Andrew Light
Keir Worth (CEO)

IN ATTENDANCE

Richard Antcliff (Board Candidate)
Steve Curtis (University of Hull)
John Massarella (Presenter / Referee)
Mick Todd (Presenter / Board Candidate)

Other England Squash Vice Presidents

Barbara Sanderson

England Squash

Paul Barrett (Director of Membership & Customer Experience)
Steve Jones (Minute Taker)
Chris Peach (National Education & Pathways Manager)
Louise Perry (Director of Finance & Operations)
Joanna Rowbottom (Partnerships & Communities Manager)
Linda Taylor (Head of Strategic Partnerships)
Paul Walters (Commercial Manager)
Mark Williams (Director of Sport)

		ACTION
1.	<p>Chair's Welcome</p> <p>Apologies for Absence</p> <p>Apologies were received from Avon, Bedfordshire, Berkshire, Cambridgeshire, Gloucestershire, Hertfordshire, Leicestershire, Northamptonshire, Nottinghamshire, Suffolk, Wiltshire and Worcestershire, as well as from Vice Presidents B. Johnson, G. Ross, J. Tuomey and Z. Wooldridge.</p> <p>Declarations of Interests</p> <p>No interests were declared.</p> <p>Minutes of the Council Meeting of 17 November 2018</p> <p>The minutes of the previous meeting were taken as read and were agreed as a true and correct record.</p> <p>Matters Arising</p> <p>Page 6 – It was noted that enquiries had been made into the use of a microphone for the meeting, but it had proved to not be practical on this occasion. Assurances had however been given by the University that the acoustics of the room were excellent.</p> <p>Board Update</p> <p><i>Board Elections</i></p> <p>Joy Carter (JC) welcomed everyone to the meeting and started with an important update with regard to the voting process for the election of new Board members, which had been scheduled to take place during the meeting.</p> <p>The Nominations Committee had discussed the voting process prior to the meeting and, in response to concerns that had been raised by County Associations (CAs), had decided that the election would be postponed. The reason given was the fact that additional supporting information (CVs, etc.) had been circulated by Council members for some candidates and not for others.</p> <p>It was noted that the postponement was in the interest of fairness to all candidates and that the election would take place online in the weeks following the meeting.</p> <p><i>Sad News</i></p> <p>JC shared the very sad news that England Squash and also the game in general had lost two very good friends and stalwarts recently.</p> <p>Eric Cruttenden passed away in December 2018. Eric was a very valued England player, coach, referee and tournament organiser who received an</p>	

Outstanding Services to Squash Award in 2017 in recognition of his contribution.

Andy Bunting will also be remembered very fondly by everyone in the game, particularly those on the PSA Tour. Andy was a former England Squash Board member, coach and club manager.

It was said that Eric and Andy were tremendously popular figures who will be missed.

Board Activity

JC gave thanks to the Board members for their hard work during a busy period. The Board are involved in a full range of strategic groups and initiatives and, notably, in recent weeks have, for example:

- Reviewed the Measurement Outcomes (KPIs) and evaluated the organisation’s progress against them
- Approved an adjustment to organisational structure – with the appointment of Paul Barrett to Director of Membership & Customer Experience and the expansion of Paul Walters’ role to encompass Competitions & Events. The additional expertise was said to be very much welcomed.
- Been through the process of re-appointing Board members for a second term. It was noted that Matt Pullen, Jamie Singer and Paul Trott had left the Board, and JC spoke of a debt of gratitude for their time and expertise over the last three years.
- Approved the launch of Coaches Club, the improved membership scheme for coaches, which is proving very popular

2. CEO Update

Keir Worth (KW) noted that it was his tenth Council meeting in the role of CEO and went on to introduce the England Squash staff present at the meeting.

KW spoke about the Tactics Tracker, a document used to monitor England Squash strategy implementation, pointing out which tactics are important in terms of funding, and noting that all tactics are RAG-rated.

KW said that self-generated income had increased by around 30% during the current 2017-21 funding cycle.

As many people will be aware, key to continued funding from Sport England is recording squash participants on the England Squash app, and it was highlighted that there are lots of new juniors picking up the game and therefore, that what is essential is to log them on the app.

It was acknowledged that the target that had been set by the Board of trebling membership income from 2017 to 2021 was very challenging and is currently RAG-rated red on the Tactics Tracker. The target is to be discussed by the Board.

	<p>There was a request from Richard Antcliff for a Tactics Tracker metrics sheet to be made available and it was agreed that they would be shared regularly with Council members.</p> <p>3. Referee Development (presentation)</p> <p>International referee John Massarella (JM) was joined at the front of the room by Chris Peach of England Squash to present an update on Referee Development in the context of the Mission 2022 project. The aim of the project is to deliver a minimum of three World, four Regional, 10 National and 20 Tournament level referees by 2022, when the Commonwealth Games will be held in Birmingham.</p> <p>JM spoke about how he first started to work with England Squash around 25 years ago and that historically there was not a lot of work being done to bring through younger referees. Then, a few years ago, JM said he was asked to meet with England Squash CEO at the World Championships to discuss a plan to make a positive change to the referee landscape.</p> <p>JM went on to emphasise that the plans, despite the reference to the year 2022 in the project title, are looking way beyond that point and into a long-term future that will sustainably feed up-and-coming referees into all competitive levels of the game. The first 12 months of the project were said to have been very fruitful.</p> <p>It was agreed that CAs would send referee contacts in their counties to Chris Peach.</p> <p>JM was warmly thanked for his contribution.</p> <p>4. Club Engagement Days (presentation)</p> <p>England Squash’s Partnerships & Communities Manager Joanna Rowbottom presented a series of slides on the work done by Mick Todd (MT) and herself with club visits. MT is the CEO of Pontefract Squash Club.</p> <p>The initiative started last year, and in the first year of the programme 29 clubs were visited. Each visit is tailored to the club in order to provide the most relevant advice and support. Typically, a visit consists of a tour around the club with club representatives sharing their successes and challenges, followed by a conversation about the club’s aims, objectives and challenges. Throughout the visit, MT shares his experience and ideas, with England Squash staff adding information in specialist areas. The visit culminates with the club identifying next steps, which England Squash record and formalise into an action plan to send to the club.</p> <p>There was agreement that communications would be established whereby CAs are informed in advance of club visits so that CAs have the opportunity if they wish to take part in the discussions on the day, something that would be very much welcomed by MT.</p>	<p>Keir Worth</p> <p>County Associations</p> <p>Joanna Rowbottom</p>
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	<p>Some discussion also ensued on whether a before-and-after case study is planned, and it was agreed that it's a good idea.</p> <p>It was noted that a further 40 club visits are planned for the coming months.</p> <p>MT was thanked for his valuable work and for his presentation to Council.</p> <p>5. Proposed Terms of Reference for Council</p> <p>England Squash Board member Nick Donald (ND) presented the proposal from the Board to introduce the following Terms of Reference (ToR) for Council, which he described as very broad.</p> <p><i>The role of the England Squash Council is to:</i></p> <ul style="list-style-type: none"> • <i>Provide a forum to represent the interests and views of the entire squash family in England</i> • <i>Provide advice, reviews and counsel to England Squash with a view to helping squash prosper in England</i> • <i>Work to help communication and collaboration between all stakeholders in squash in England</i> • <i>Promote and advise on the effectiveness of the England Squash system and strategy throughout England</i> • <i>Assist and support with the aims and objectives of England Squash</i> <p>The proposal was said to have arisen as part of the Board's ongoing exercise to review areas of governance, policies and procedures to continuously enhance and strengthen compliance. It is felt that the ToR would be beneficial in that respect.</p> <p>It was noted that the ToR have to be connected to the code in the Articles of Association.</p> <p>In a vote by show of hands, there were no disagreements from Council with regard to any of the ToR.</p> <p>6. Innovation in Squash</p> <p>JC handed over to Heidi Leseur to introduce this item, which, due to its importance, now has a rolling appearance on the agenda for Council and Board meetings alike.</p> <p>Further to the discussions at the last Council meeting in November 2018, Council members were given time at their tables to offer thoughts and ideas, which included the following:</p>	<p>Joanna Rowbottom</p>
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- Hire a glass court for a weekend to use in exciting locations as a showcase of the game
- Squash simulator similar to those used in golf and which would allow players to test their skills against top pros or practice drills. It was said that a lot of the technology already exists.
- A squash-court game involving four pads per player (one on each hand and each foot)
- For InteractiveSQUASH, price is an issue but can we collectively reduce the price?
- Squash 57 is a good way to keep clubs thriving
- Linking players via phones and apps would be beneficial
- *Leisure centres*
- Franchising a squash club in a leisure centre
- Engaging with other groups to bring them into squash
- *Having new insight that enables clubs / CAs to market and promote squash*
- Social media in toolkit – how-to guides
- Have a paid marketing person within a CA who is shared across clubs

SoccerSquash

Council member Peter Keen (PK) spoke about SoccerSquash, which was said to have been introduced into nine squash clubs so far in PK's county of Yorkshire. The focus for the initiative is court usage.

PK presented an example of the balls that are used for SoccerSquash and advised the website is www.soccersquash.nl. The game is particularly popular in the Netherlands.

Center Parcs

There was some discussion of Center Parcs in relation to accessing its court-usage data. It was said that Center Parcs are to add a second interactive squash system.

It was agreed that an outline strategy on innovation and an action plan would be considered by the Board and Council.

KW

7. **Safeguarding**

JC spoke about safeguarding as a crucially important area that must be discussed since there was not enough time at the last Council meeting to do so. It was highlighted that safeguarding not only applies to young people but to vulnerable adults in the game.

It was noted that England Squash was rated 'green' by the NSPCC's Child Protection in Sport Unit (CPSU). The CPSU has also carried out training of the England Squash Board.

Other achievements in the area of safeguarding in 2018/19 were said to have been the updating of safeguarding policies, new disciplinary processes and

<p>8.</p>	<p>code of conduct, and the creation of an internal training log for staff and coaches.</p> <p>Chris Peach said that England Squash wants to help the CAs that don't currently have a welfare officer. Mark Williams emphasised that, rather than "checking up on people", it is a matter of building a list of contacts that England Squash can work with.</p> <p><i>Survey</i></p> <p>A survey had recently been carried out. 21 CAs had responded to the survey. There was a request that the remaining CAs follow suit. The survey can be accessed online at www.englishsquash.com/safesquash. Now would be a great time for the survey to be filled in because England Squash was said to be about to be involved in a pilot run via a third-party company by Sport England.</p> <p>A video featuring Lisa Pinggera was referred to, and it was agreed that Mark Williams would circulate the video to CAs.</p> <p>Cheshire mentioned that there are some very good courses on the NSPCC website. These can be viewed at https://learning.nspcc.org.uk/training</p> <p>Council members were then given time at their tables to offer thoughts and ideas, which included the following:</p> <ul style="list-style-type: none"> • CAs should make it imperative to only use coaches that tick the safeguarding box • There is some confusion as to what the difference is, if any, between a safeguarding officer and a welfare officer • There is also a lack of understanding – CAs find the topic of safeguarding to be daunting • Education of parents within the club • Coaches having clean DBS checks and safeguarding credentials could be used in promos • Having safeguarding in place is not only to protect children and vulnerable adults but also the coaches • Introduce live DBS checks that update individual records according to information received from relevant bodies • Anonymised cases should be shared as part of a knowledge sharing exercise <p>Programmes & Participation</p> <p>Mark Williams presented statistics on the number of people that play squash, an update on England Squash participation programmes and information on funding for Regional Forums.</p> <p>The 1.2m people that play squash at least once a year was said to be a huge number that provides a significant opportunity.</p>	<p>County Associations</p> <p>Mark Williams</p>
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It was commented that there may need to be a culture shift in order to improve the offer to the Casual Dipper market. Pontefract Squash Club may be a good example to follow in some quarters in the sense that it is a 'members club with an open-door policy'.

Based on what the current popular activities are in the sport and leisure world, in order to compete and thrive, it was felt that squash should most of all promote the way it helps people:

- Lose weight
- Get fitter
- Look better

In relation to the Sport England targets of participants recorded on the app, it was emphasised that the targets will be hit if everyone participating in the programmes is recorded. This must be the focus.

Squash System Steering Group

Heidi Leseur spoke regarding the Group and pointed out that it had met for the first time today. The Group is made up of:

- Patrick Fleming
- Heidi Leseur
- Joanna Rowbottom
- Linda Taylor
- Mark Williams

One of the themes that came out of the Group's meeting was the importance of everyone working to a common goal. It was said that there is also a desire to keep the England Squash brand pillars of 'adventurous', 'connecting' and 'driving' in the forefront of the mind.

It was noted that the next steps at which the Group had arrived during the meeting included areas that require support and guidance from CAs.

Following some discussion, it was decided that an agenda item for the next meeting shall be 'The Profile of Squash'.

Steve Jones

9. Developing Squash in Higher Education

Steve Curtis, from the University of Hull (Partnership & Project Manager) gave a presentation. He described his role as to enhance the reputation of the University through sport. This was said to be part of the University's Mission. It was noted that the University has 2,000 employees, making it the region's third-largest employer.

Getting the calendar right was reported to be of utmost importance because it has to work around the likes of the Easter break, when most students tend to be away and/or not available for fixtures.

Mark Williams commented that access to meetings and events where universities gather is a great opportunity and has been found to be very

effective in the past in terms of getting and keeping squash high on the agenda.

Steve Curtis was warmly thanked for his contribution.

10. **Any Other Business**

Inter County Championships (ICC)

There was discussion of the ICC, which for some had been difficult in 2018/19 due to costs and lack of food.

It was thought to be important that matches are scheduled in such a way that counties travelling the longer distances do not start early in the day.

Overall, there was a sense that most people felt that the ICC in 18/19 had been a success and that the format should remain the same for another season. It was agreed that ICC Feedback should be an item on the agenda for the next meeting.

Update Papers

Update papers had also been provided to Council members on the following subjects:

- Competitions & Events
- Membership & Customer Experience
- Talent, High Performance & Coach Education

Signed...  (Chair)

Date.....18/06/2019.....

Steve Jones