



## BOARD MEETING MINUTES

Minutes of the Board meeting held in box 63/64 of Etihad Stadium, Ashton New Road, Manchester, M11 3FF at 14:00 on Friday, 10 February 2017.

### PRESENT

#### Board

Joy Carter (Chair) (JC)  
 Kate Bedwell (KB)  
 Nick Donald (ND)  
 Andrew Light (AL)  
 Gordon Lord (GL)  
 Eamonn O'Rourke (EOR)  
 Matt Pullen (MP)  
 Jamie Singer (JS)  
 Paul Trott (PT)  
 Keir Worth (KW)

#### Also present

Darren Bernstein (Director of Marketing & Communications) (DB)  
 Steve Jones (Minute Taker) (SJ)  
 Paul Makinen (Head of Marketing & Insight) (PM)  
 Louise Perry (Director of Finance & Corporate Services) (LP)  
 Mark Williams (Director of Participation) (MW)

		<b>ACTION</b>
1.	<p><b>Apologies for Absence</b></p> <p>Apologies were received from Phil Collins and Tom Duggan.</p> <p><b>Declarations of Interests</b></p> <p>No interests were declared.</p> <p><b>Minutes of the Board Meeting of 5 October 2016</b></p> <p>The minutes of the previous meeting were taken as read and were agreed as a true and correct record.</p> <p><b>Matters Arising</b></p> <p>With reference to the second action of item 4, it was suggested that the seven/eight point plan to argue the case for talent and elite funding would be useful.</p>	

With reference to item 9, KW confirmed that he had been speaking with county associations and is moving forward with a view to Paul Millman becoming president of England Squash.

### **Chair's Report**

#### *Articles of Association*

It was stated that a draft version of the Articles of Association had been prepared for the working group, who will receive the draft within the next couple of weeks. After the input of the working group, including consultation with county associations, the draft will then be referred to the Board for approval.

A declaration of interest was noted when it was highlighted that JS's company Onside Law was responsible for the draft.

### **CEO's Report**

KW had attended a meeting earlier in the day involving members of the England Squash Masters Committee, of which Martin Pearse is currently chairman. KW expressed his desire for more co-operation and a positive, proactive partnership between the Committee and England Squash was desirable. The huge contribution of Martin Pearse over many years was noted, together with his nomination for an award.

It was highlighted that the Committee would like to run the British Open Masters event in London in June 2017 and do so on a profit-share basis. Although the Masters event will be separate from the Allam British Open this year (the latter will take place in March), KW suggested that, looking towards 2018 and beyond, it would be beneficial for both events to run concurrently in the same location.

KW confirmed that England Squash has needed to take steps to downsize due to reductions in funding, and so two senior staff will be leaving the organisation. The group wanted to place on record its sincere thanks to both staff members for their contributions. It was stated that further downsizing and an office relocation are planned. Board members emphasised their willingness to have more visibility with the England Squash team and offered their support during this difficult period.

#### *WSF*

KW recalled for the benefit of the group the November 2016 WSF presidential election, when Zena Wooldridge, the candidate endorsed by England Squash, had ultimately lost out in controversial circumstances to Jacques Fontaine after a recount of votes and a subsequent re-vote.

KW said that England Squash had taken legal advice and was seeking assurances with regards to what happened during the voting process and had written to the WSF. KW will keep the Board updated with developments and the response from the WSF.

KW 23/05/17

	<p><i>Safeguarding</i></p> <p>KW updated the Board on the England Squash safeguarding policies and processes and informed the group that there is an ongoing issue with one squash coach.</p> <p>Although squash has traditionally been a safe sport, it was agreed that it is important to not be complacent and that there is always more that can be done from a safeguarding perspective. Gayle Pink (Workforce Development Manager) has recently been in contact with county associations to raise awareness and offer support.</p> <p><b>2. Finance Budget 2017/18</b></p> <p>LP provided an overview of the budget following the confirmation received from Sport England of half-year funding totalling £1.141m.</p> <p>KW stated that the budgeted Competition &amp; Events income was achievable.</p> <p>The budget was noted and approved.</p> <p><b>Reserves Policy</b></p> <p>LP highlighted the key points of the Reserves Policy, which was recommended by AL and approved.</p> <p>It was decided that information would be provided on cash flow for the next meeting.</p> <p><b>Financial Report</b></p> <p>It was stated that the Financial Report now goes to ND and AL on a monthly basis. The Financial Report was recommended and approved.</p> <p><b>3. England Squash Future Direction</b></p> <p>KW pointed out that the document entitled Draft Strategy will be refined and that the final version needs to be submitted to Sport England in June. KW added that the draft is by no means an overhaul of the previous strategy document, but instead a 'prioritisation' of the previous strategy.</p> <p>It was agreed that SMART goals need to be added to the document before it is submitted and that the Board would provide help and guidance with regards to KPIs. The draft will also be shared with the National Forum/CAN for their thoughts and feedback.</p> <p><b>4. Commercial Strategy</b></p> <p>DB provided an overview of his paper and asked the Board for a decision on how to move forward with resourcing the sale of sponsorship. The Board's recommendations were to pursue the first two options given in the paper:</p>	<p>LP 23/05/17</p> <p>KW 06/17</p>
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5.	<p>1. Sport England funded 1-year position of Commercial Development Manager</p> <p>2. Engage with an agency to sell sponsorship on a commission-only basis</p> <p><b>Membership</b></p> <p>DB summarised the paper, highlighting that club and county opinion on whether club affiliation and individual membership should be split was polarised and so the risk of splitting membership is currently too great.</p> <p>Clarification was provided that as part of England Squash's proposal (of the split) county associations would receive a rebate from members joining directly.</p> <p>It was agreed that the recommendations made by the now-defunct Membership Working Group to the previous Board of directors should be made available to the current Board ahead of the next meeting.</p> <p>It was noted by the group that, although some county associations are moving towards being self-funded, this is generally limited to a handful of counties in the south of the country, such as Kent, Hampshire and Sussex.</p> <p>In light of a consensus amongst the group that the Kent model of generating income through a levy works well, it was decided that a case-study document should be produced on the Kent model for the benefit of other county associations. As a first step towards this, ND will speak with Richard Antcliff.</p> <p><i>The Squash Player Magazine</i></p> <p>DB referred to his paper on the magazine and placed emphasis on the 'current communications matrix' table in seeking a decision from the Board.</p> <p>It was agreed that carrying on with the present magazine situation is financially very difficult, and it was concluded that asking the county associations and the CAN for their comments on the matter is the next step.</p> <p>It was also raised that there is a need to find a way of consulting other stakeholders within the squash playing population.</p>	<p>KW 23/05/17</p> <p>ND 23/05/17</p> <p>MP 23/05/17</p>
6.	<p><b>Regional &amp; National Forums</b></p> <p>MW introduced his paper.</p> <p>JC explained for the benefit of the group how the CAN works, and it was agreed that a paper shall be prepared for the next meeting to provide a model for how CAN and the National Forum might link together effectively.</p> <p><b>England Squash Communications</b></p> <p>DB spoke to pick out key points from his paper, particularly the way in which England Squash communicates with county associations and others. There was agreement that this is an important area of work. It was noted that there</p>	<p>MW 23/05/17</p>

<p>7.</p>	<p>is a lot of expertise and a willingness to help in the counties and that it would be good to work together more productively.</p> <p><b>Coach Development</b></p> <p>KW informed the group that the “coaches’ club” element is progressing but that there is a lack of resource, particularly with one imminent departure from the company.</p> <p>There was feedback praising the breadth and reach of the plans covered in the paper, as well as the planned use of technology.</p> <p>GL referred to the “gold thread” within the principles of coaching that should run throughout the structure, adding that it is also important to maintain different levels within it.</p> <p>It was confirmed that the Board entirely supports England Squash on the direction of travel, and it was agreed that KW would follow up with GL.</p>	<p>KW 23/05/17</p>
<p>14.</p>	<p><b>Any Other Business</b></p> <p><i>World Championships 2017</i></p> <p>EOR distributed for the benefit of the group a progress report for the PSA World Men’s &amp; Women’s Championships and commented that the group will be kept updated with developments.</p> <p><i>Financial Signing Rights</i></p> <p>LP raised the issue regarding the need for the signing rights to change following the departure from the company of two members of staff. The Board agreed to the changes.</p> <p>Signed..... (Chair)</p> <p>Date.....</p>	