



BOARD MEETING MINUTES

Minutes of the Board meeting held at William Goodenough Small Common Room, William Goodenough House, Goodenough College, Mecklenburgh Square, London, WC1N 2AB at 1215 on Friday, 14 December 2018.

PRESENT

Board

Joy Carter (Chair) (JC)
 Kate Bedwell (KB)
 Nick Donald (ND)
 Mark Jeffreys (MJ)
 Heidi Leseur (HL)
 Andrew Light (AL)
 Wendy Newlove (WN)
 Eamonn O'Rourke (EO)
 Jamie Singer (JS)
 Keir Worth (KW)

Also present

Steve Jones (Minute Taker) (SJ)
 Paul Makinen (Head of Marketing & Insight) (PMA)
 Paul Millman (President) (PMI)
 Louise Perry (Director of Finance & Operations) (LP)
 Mark Williams (Partnerships & Programmes Director) (MW)

		ACTIONS
1.	<p>Apologies for Absence</p> <p>Apologies were received from Matt Pullen and Paul Trott.</p> <p>Declarations of Interests</p> <p>There were no interests declared.</p> <p>Minutes of the Board Meeting of 13 September 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 2: KW commented that, following discussion it appears that nothing can be done about the court closures, although a proposal is due to be discussed with David Lloyd Leisure in the New Year with regard to collaborative work.</p> <p>Page 3: The update was that there are discussions ongoing with Manchester Metropolitan University with regard to office interns and apprentices. It was agreed that:</p> <ul style="list-style-type: none"> • The University of Manchester would be contacted as well for the same purpose • More would be done from a comms perspective whenever new interns/apprentices join the team, or for that matter, whenever a new staff appointment is made <p>Page 4: There was discussion on the matter of best practice governance for County Associations (CAs) in terms of fixed terms for committee members. It was agreed that HL, also Chair of Buckinghamshire Squash, would share her thoughts with some other CAs.</p> <p>Page 4: It was noted that matters regarding the role of the National Forum and Regional Forums would form part of the discussion when the Working Group next meets.</p> <p>Page 5: It was said that England Squash does use the Squash Stories community on Facebook as a source of news and opinion when appropriate. In addition, it was confirmed that recent communications have included more in the way of photos and videos of day-to-day activities at England Squash and that would continue.</p> <p>Page 6: It was noted that the What We Do infographic is now available as a download on the website in the About Us section.</p> <p>Page 7: There was confirmation that Innovation in Squash would feature again at the next Council meeting as a topic for discussion. It was agreed that Innovation would also be on the agenda for the next Board meeting, along with What We Do (see Page 6 note above).</p> <p>Page 8: National Coach David Campion was not present at the meeting due to the time constraints enforced by the full agenda, but he would be invited to a Board meeting next year.</p> <p>Page 8: Declaration of Interest forms were said to be almost all received. LP is to ensure that any remaining forms are collected.</p> <p>Chair's Report</p> <p>JC welcomed all to the meeting before going on to speak about the recent Council meeting, which was said to have been positive and forward-thinking. JC put on record her thanks to the staff and Board members who attended and to all who work so hard to advance the game in this country.</p>	<p>LP, next mtg</p> <p>HL</p> <p>PMI</p> <p>SJ</p> <p>LP</p>
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CEO's Report*Council Meeting*

KW agreed with JC's reflections on the Council meeting and said he is looking forward to continuing with the closer-working agenda.

Regional Forums (RFs)

It was noted that the South West and North East RFs had not accessed funding but that there are plans to fund the relevant CAs individually.

Visits to CAs

There was an update that Head of Strategic Partnerships, Linda Taylor, has now visited almost all of the CAs as a way to connect more on a face-to-face basis.

Mobile Device Application

It was confirmed that the England Squash App would be ready before Christmas with regard to Junior 101 being incorporated.

Junior Events

Recent issues were said to have been resolved, with a new model in place and more people involved.

High Performance

It was noted that some recent results had been exciting and promising, and Declan James moved to England no.1 and the World top 16.

Allam British Open

It was highlighted that a deal had been signed in Hull to keep the event in the city for the foreseeable future and, notably, the Masters event will be in Hull for the 2019 event alongside the main draw.

Masters Committee

The Chair, Jonathan Gliddon, was said to be taking a sabbatical. AL offered his support on Masters matters.

Sharing Resources with other National Governing Bodies (NGBs) and PSA

KW pointed out the recent discussions with NGBs of taekwondo, lacrosse and basketball and highlighted the need for external support to drive it. EO offered his support.

There has also been conversation with the PSA in relation to collaboration. The Board spoke highly of Tommy Berden of the PSA.

Further to KW's update, there was discussion of some increase in optimism around potential exchequer funding and UK Sport funding moving forwards.


It was noted that a resolution had been reached with regard to a staffing issue. There was a request from the Board to feed back more regularly on staffing.

KW

<p>2.</p> <p>3.</p>	<p>The Squash System</p> <p>England Squash President, PMI, spoke of the feeling of positivity, notably following encouraging conversations at the November 2018 Council meeting and PMI’s recent discussion with EO, that The Squash System can now be taken forward. It was said to now be a question of establishing the necessary steps and to put down the markers that will lead the sport to the place it wants to be.</p> <p>Specifically addressing the feedback received at Council, PMI picked out a couple of what he felt were key comments, namely ‘ensuring CAs are fit for purpose’ and ‘having some younger committee members coming through’. He also felt that innovation should be tied into cultural change and that fun and a sense of humour are essential.</p> <p>The Board gave permission for PMI’s work to continue, and PMI and JS referred to a plan to schedule a meeting of the Working Group in January, ahead of the next Board meeting, which will take place in March.</p> <p>Digital Engagement Platform Update</p> <p>PMA highlighted that the purpose of his update Board paper was to put some meat on the bones of the topic and to look at a roadmap. It was said that the steering group continues to make progress and that, although Club Locker is a critical part of the digital platform, the overall plan reaches considerably wider than that, as illustrated by a slide that was displayed on the projector.</p> <p>It was noted that use of the platform, such as for running competitions and events, is a matter of choice and ultimately a decision for tournament organisers to make, except when tournaments come under the jurisdiction of the ESF, which is committed to using the platform. It was said that anyone is welcome to use the platform and that England Squash will offer support in its use.</p> <p>Feedback received by Board members from users of the platform was positive, notably that it was simple to use. It was said that one or two issues had been raised which were found to be human-error issues rather than Club Locker issues and that some negative feedback that was received was based on version one of Club Locker, which is a version that will not be used by England Squash.</p> <p>At present, England Squash staff are still learning the ins and outs of Club Locker, and the intention is that staff have a thorough knowledge before support will be provided externally. It was noted that Andy Pilling at England Squash will be trained to be a Super User of the system and will then train other members of staff. It was felt to be essential that delivery externally is done slowly in order to provide a way to bring about a gradual cultural change and bring people along on the journey.</p>	<p>PMI, JS</p>
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4.	<p>Finance</p> <p>LP presented the budget and actuals to Board and noted that overall there are no concerns at present with the financial performance in the year to date.</p> <p>It was highlighted that a reforecast had been undertaken for the purpose of ensuring that all funds are utilised. To that end, LP requested Board approval to utilise:</p> <ul style="list-style-type: none"> • £25k for additional work on the digital platform; and • £40k contingency to be utilised to obtain external resources to assist in developing / progressing the organisation’s digital capability <p>The Board requested additional, detailed analysis to substantiate the request. Upon receipt, the Board will confirm approval or rejection.</p>	LP
5.	<p>Brexit</p> <p>Two documents put together by the Sport + Recreation Alliance had been circulated prior to the meeting, and in introducing the item ND commented that the key risk could be what might happen to the movement of sporting equipment and athletes in the event of a no-deal Brexit. It was noted that the first significant squash event in England after Brexit will be the Allam British Open.</p> <p>KW said that the potential of a no-deal Brexit had been discussed with the PSA and a travel company, who had both provided some reassurances. It was said that the only anticipated currency issue relates to the British Open player winnings that are budgeted for in USD.</p>	
6.	<p>Board Evaluation Summary</p> <p>Prior to the meeting, Board members had completed a Board Evaluation Form, which resulted in four points for consideration:</p> <ul style="list-style-type: none"> • Board objectives <ul style="list-style-type: none"> ○ Following discussion, it was clear that the Board do not require objectives that are independent of the organisation since the purpose of the Board is to provide strategic oversight to help England Squash deliver its objectives. • Integration of performance information <ul style="list-style-type: none"> ○ It was agreed that financial information but also other metrics should be integrated with performance. • Post evaluation reviews of major projects 	

<ul style="list-style-type: none"> ○ There was a consensus that these reviews should be carried out and presented to Board. ● Action plan in place following the performance evaluations against which to review progress <ul style="list-style-type: none"> ○ The Board is now confident that there is an action plan in place. 	<p>LP</p>
<p>Update Papers</p> <p>As usual, a number of additional update papers had been circulated to Board members prior to the meeting for information. Notably two of the papers also contained requests for approval by Board. The update papers are listed below, along with any key points raised and/or approval given or declined.</p> <ul style="list-style-type: none"> ● <i>Coaches Club</i> <p>There was agreement that it is important not to rush the release of Coaches Club. Coaches will be asked to pay a higher fee when compared to the current coach membership fee of £40 per annum, therefore it was felt that Coaches Club must be launched only when England Squash is completely satisfied that it provides exceptional value for money and functions perfectly.</p> ● <i>Competitions & Events</i> <p>There was a request for more data-informed comments in future C&E update papers to provide reasoning for decisions that are made.</p> ● <i>Membership</i> <p>The update paper requested Board approval of “the inclusion of County Associations’ Safeguarding Policies in the criteria for County Associations to receive the Enhanced Rebate from April 2019”.</p> <ul style="list-style-type: none"> ○ Following a discussion, the Board approved the request, and it was also commented that governance is needed to audit safeguarding to ensure it remains compliant. ● <i>Steve Hubbard Legacy</i> <p>It was noted that there are plans for an U19 competition to take Steve Hubbard’s name. Likewise, the bursaries referred to in the update paper will be named Hubbard Bursaries.</p> <p>There was agreement that England Squash should begin conversations with the University of Birmingham on the subject of the legacy.</p> <p>It was confirmed that the proposed glass court would constitute an investment that could bring in rental income.</p> 	<p>MW</p> <p>Paul Barrett</p> <p>KW</p>

	<ul style="list-style-type: none"> • <i>Policies & Procedures Review including Code of Conduct/Complaints & Disciplinary Procedure</i> <p>JC thanked the Board and staff for their hard work in this area.</p> <ul style="list-style-type: none"> • <i>Tactics Tracker</i> • <i>Delivery Network (i.e. how England Squash is developing and expanding)</i> • <i>Pathways Update</i> • <i>Safeguarding Strategy</i> <p>It was agreed that ‘strategy’ is probably not the correct word. Mark Williams is to amend.</p> <p>See the note above for information on Board approval for the link between safeguarding and Enhanced Rebate.</p> <p>7. Any Other Business</p> <p><i>Club Affiliation</i> It was recommended that England Squash contact the CAs for support with clubs that are not currently affiliated.</p> <p><i>WSF Ethics</i> The recommendation of the WSF Ethics Commission was discussed, along with the reaction/headline thoughts of Onside Law.</p> <p>The Board reached the following conclusions:</p> <ul style="list-style-type: none"> • The matter will not be pursued further. Doing so may risk damaging the Olympic bid for squash. • A statement will be issued to correct some misconceptions around the issue being just an England Squash complaint and also to state that England Squash has been vindicated by the Ethics Commission’s recommendation. <p>Signed....  (Chair)</p> <p>Date.....20/12/2018.....</p>	<p>MW</p> <p>PMA</p> <p>KW</p>
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