



## BOARD MEETING MINUTES

Minutes of the Board meeting hosted on the Zoom video conference application at 1200 on Wednesday, 11 March 2020.

### PRESENT

#### Board

Joy Carter (Chair) (JC)  
 Richard Antcliff (RA)  
 Kate Bedwell (KB)  
 Nick Donald (ND)  
 Mark Jeffreys (MJ)  
 Heidi Leseur (HL)  
 Andrew Light (AL)  
 Wendy Newlove (WN)  
 Eamonn O'Rourke (EO)  
 Vickie Prow (VP)  
 Keir Worth (KW)

#### Also present

##### Guests

Simon Perks for the Strategy Development item (SockMonkey Consulting) (SP)

##### Staff

Paul Barrett (Director of Membership & Customer Experience) (PB)  
 Martin Clapperton (Interim Director of Finance & Operations) (MC)  
 Steve Jones (Minute-taker) (SJ)  
 Mark Williams (Director of Sport) (MW)

		ACTIONS
1.	<p><b>Chair's Welcome</b></p> <p>JC welcomed all to the meeting.</p> <p><b>Apologies for Absence</b></p> <p>Apologies were received from Board member Nick Murrills.</p> <p><b>Declarations of Interests</b></p> <p>RA declared a conflict of interest in relation to item 4 on the agenda, 'Global Squash Collaborative &amp; Club Locker', and the SquashLevels update paper, because he is an administrator for the SquashLevels system.</p>	

<p><b>Minutes of the Board Meeting of 12 December 2019</b></p> <p>The minutes of the previous meeting were taken as read and were agreed to be a true and correct record.</p> <p><b>Matters Arising</b></p> <p>Page 2: In relation to gender policy, MW provided the update that research shows a lack of a relevant precedent across other national federations. It was noted that, in England, girls who play in boys' junior competitions are not allocated associated ranking points.</p> <p>There was agreement by the Board that, at present, the number of girls seeking to participate in boys' competitions is not so significant as to justify any change of policy. However, there was a consensus that the matter would continue to be monitored closely moving forwards.</p> <p>Page 2: MW and WN provided an update on electronic activity trackers. It was reported that there has been contact with Garmin, who have offered help in relation to the possible inclusion of squash on its tracker. A meeting is yet to take place. An update will be provided in due course.</p> <p>It was also noted that the latest Apple iOS update includes squash as an activity type.</p> <p>Page 2: The update on making events and competitions greener was that tournament organisers of Bronze and Silver competitions will now be encouraged to make environmental issues a major consideration.</p> <p>Page 2: There was agreement by the Board that crowdfunding will be considered when an appropriate initiative arises.</p> <p>Page 3: The update on Interactive Squash (IS) was that Center Parcs had arranged installation of a second IS court at its Whinfell Forest site due to the high usage of its first court. It was agreed to continue to seek to have a conversation with Center Parcs in relation to access to court-usage data.</p> <p>Page 4: As for the additional £20k legacy bequeathed to England Squash from Steve Hubbard's estate, it was noted that clubs in Steve's home county of Warwickshire had been invited to apply for the money for the purpose of installation of Interactive Squash. The University of Warwick was said to have shown some interest.</p> <p>Page 5: With regard to the Junior Inter County Championships, KB was said to now be involved as part of the review of the current season's competition leading to the plans for next season.</p> <p>Page 7: The update on shared services was that an agreement with England Lacrosse is close.</p>	<p><b>MW/WN</b></p> <p><b>KW</b></p> <p><b>MW</b></p> <p><b>KW</b></p>
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<p>Page 7: It was noted that there is now an Environment and Sustainability section on the Policies page of the website: <a href="http://www.englandsquash.com/about-us/governance/policies">www.englandsquash.com/about-us/governance/policies</a> . It was agreed that a related Vision Statement would also be added.</p> <p>Other matters arising in the previous minutes were said to be completed or would be covered on the day's meeting agenda.</p> <p><b>CEO's Report</b></p> <p>KW provided updates on a range of topics.</p> <p><i>Staffing</i> Martin Clapperton was welcomed to his first board meeting as Interim Director of Finance &amp; Operations, and Steve Jones was congratulated for having assumed the role of Office Manager.</p> <p><i>KPIs and Squash Girls Can</i> It was confirmed that the four-year Squash Girls Can target had been reached, with recent activity around International Women's Day cited as a big contributor. It was highlighted that there was recognition that campaigns are an effective way of growing numbers.</p> <p>The staff, and particularly Jo Rowbottom (Partnerships &amp; Communities Manager), were congratulated for this achievement.</p> <p><i>Coronavirus</i> It was noted that conversations have been had with the PSA to monitor the situation in planning for the Allam British Open.</p> <p>Discussion followed, and it was felt overall that England Squash should be proactive regarding the coronavirus. It was agreed that a plan would be actioned limiting the risks and impact of cancellations.</p> <p><i>Safeguarding</i> KW said that a development in a significant case meant that it might now be coming towards a conclusion. JC placed on record her sincere thanks to KW, MW and the Safeguarding working group for their hard work on what was notably a particularly challenging case.</p> <p><i>British Junior Open</i> The event was said to have been a success and to have made a small surplus, unlike in the previous two years. It was noted that it is now expected that the event will continue to be held in Birmingham for the foreseeable future.</p>	<p><b>MW</b></p>
<p>2. <b>2021-25 Strategy Development</b></p> <p>JC introduced Simon Perks (SP) from SockMonkey Consulting and then asked the Board members to introduce themselves to Simon, giving a brief summary of their backgrounds.</p>	<p><b>KW</b></p>

	<p>As outlined in his paper, SP has been appointed to help facilitate the process of a strategic review. England Squash is approaching the final year of its current strategy, so SP's focus is to work with various stakeholders, including the Board, as attention turns towards a new strategy for 2021-25 and beyond.</p> <p>Giving an overview of the project, SP explained that the process will involve speaking with not only Board members, but Sport England, staff, county associations, clubs, coaches, referees and various other stakeholders.</p> <p>As part of his initial discussions with the Board as a group, SP went on to generate conversation by posing a series of questions, with all Board members and members of staff sharing their thoughts after each:</p> <ul style="list-style-type: none"> <li>• <i>What do we want to achieve and for whom?</i></li> <li>• <i>What are we good at? And what are we less good at?</i></li> <li>• <i>What is England Squash's role in the 'squash universe'?</i> <ul style="list-style-type: none"> <li>○ Linked to this question is the question of what England Squash should not be doing, and it was agreed that this is a key question given the small team.</li> </ul> </li> <li>• <i>What are the main challenges that we face in fulfilling our role?</i></li> <li>• <i>What would we like to achieve in the next five to ten years?</i></li> </ul> <p>The next strategy will cover 2021-25, but it was said to be a good idea to consider a longer-term strategy, perhaps covering up to a 10-year period.</p> <p>There was also some discussion of innovation in squash for the benefit of SP, to give him the background and current position. It was noted that there is a strategy and charter for innovation, yet it was recognised that these need to interlock tightly with the broader strategy. It is believed that formalising innovation as part of the broader strategy will help prioritise it.</p> <p>SP highlighted that he is keen to follow up individually with Board members who are interested in doing so. SP is to share his contact details.</p> <p>Sincere thanks were given to SP for the useful session, which was thought to be an excellent starting point.</p> <p><b>3. Finance</b></p> <p>MC explained that he has benefitted from a lengthy handover from previous Director of Finance &amp; Operations, Louise Perry.</p> <p><i>Financial Accounts</i></p> <p>In relation to the January 2020 accounts, it was said that, for consistency, they were completed using the same format that Louise Perry used.</p>	<p><b>KW/SP</b></p> <p><b>SP</b></p>
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	<p>There was discussion of the level of reserves that England Squash has, and it was noted that Sport England had advised that the existing level was appropriate for the size of the organisation.</p> <p><i>2020/21 Budget</i> It was said that the initial budget was circulated to the Audit Committee, after which minor adjustments were made. The budget was approved by the Board.</p> <p><i>Bank Mandate</i> Due to the departure from the company of Louise Perry, there is a requirement to update the bank mandate.</p> <p>In response to the requirement on the bank's update form to "Who in the company is able to submit changes to list of bank mandate signatories, or the rules that apply to them", there was agreement from the Board that it shall be any two directors.</p> <p><i>Change of Auditors</i> AL summarised by saying that the auditors Mazars, who at the 2019 AGM were voted in to continue, increased their annual fee significantly. The Audit Committee decided to bring forward the tender process that was due to take place during the 2020-21 financial year, replacing Mazars with new auditors with a lower annual fee.</p> <p>The Board ratified the change of auditors, and it was noted that the change will have to be approved by ordinary resolution at the 2020 AGM.</p>	<p><b>MC</b></p> <p><b>MC</b></p> <p><b>KW/JC</b></p>
<p>4.</p>	<p><b>Global Squash Collaborative &amp; Club Locker</b></p> <p>ND summarised the Board paper and updated the Board on behalf of the Digital Enablement Steering Group on the ongoing relationship of England Squash and the Global Squash Collaborative. There is a meeting planned with the Collaborative in New York in April.</p> <p>Following discussion, the Board gave its approval to the direction of travel and requested that a progress update be presented at the next meeting, after the meeting in New York.</p>	<p><b>PB</b></p>
<p>5.</p>	<p><b>Eyewear Policy for Adults</b></p> <p>A paper had been written following the recent, high-profile incident involving Daryl Selby, his subsequent decision to wear eyewear going forwards, and the ensuing debate on the subject throughout the squash community.</p> <p>Regarding eyewear policy for adults, the paper recommended to:</p>	

6.	<p><i>“Strengthen the current policy by ‘strongly recommending’ that all players and coaches wear eye protection on court, supported by a campaign to encourage greater use of eye protection.”</i></p> <p>Following discussion, the Board approved the recommendation, noting that education on the subject is crucial and that clarity is required on the wearing of prescription eyewear.</p> <p><b>Board Evaluation</b></p> <p>The paper produced for this agenda item highlighted outcomes of the annual Board evaluation survey. The paper gave recommended actions in the following areas:</p> <ul style="list-style-type: none"> <li>• Objectives, Strategy and Remit <ul style="list-style-type: none"> <li>○ Further to discussion last year, clarify that the Board will not have a separate strategy to the organisation and amend the evaluation in line with this</li> </ul> </li> <li>• Performance Management <ul style="list-style-type: none"> <li>○ Periodical comparisons of performance compared to similar NGBs to be included within reports to Board</li> <li>○ The performance information integrated with financial reporting, and comparative performance analysis, will be discussed with the audit committee to ascertain how the reporting can be adapted</li> </ul> </li> <li>• Propriety and Fraud <ul style="list-style-type: none"> <li>○ The scheme of delegation is noted in the financial procedures, and this will be updated and presented to Board when staff changes occur.</li> <li>○ The Chair, Independent Director and Head of the Audit Committee are notified of any potential fraud occurrences and will make recommendations to address any failures or perceived weaknesses</li> <li>○ Senior Management communicate with the Chair on any proposed potentially contentious expenditure as and when it occurs. The Chair will then ascertain whether this issue is deemed contentious and share with the other Board members</li> </ul> </li> <li>• Programmes and Projects <ul style="list-style-type: none"> <li>○ Post evaluation reviews will be undertaken of major projects to ensure benefits are realised and reported to Board</li> <li>○ Annual assurances will be provided to Board regarding delivery and expenditure in relation to partner organisations. Assurance in relation to financial management is also reported to the Audit Committee and Board upon completion of the external audit</li> </ul> </li> <li>• Risk Management <ul style="list-style-type: none"> <li>○ Particular concerns of relevant individual respondents to be clarified</li> </ul> </li> </ul> <p>The recommended actions were approved by the Board.</p>	<p><b>KW</b></p> <p><b>KW/JC</b></p>
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**Any Other Business**

*Update Papers*

Additional update papers as follows had been circulated to Board members for information.

- Staff Survey
- Membership & Customer Experience Update
- School/Education Affiliation

The following recommendations were approved by the Board:

- All schools and FE colleges entering the National Schools Competition must pay at least the flat ‘no court affiliation fee’ in order to enter.
- Continue to allow non-member players to enter the competition, however they must have an England Squash website account in order to enter via Club Locker.
- Schools and FE colleges wishing to host events must affiliate their courts either via standard affiliation, or a ‘hosting fee’ of the same amount built into the overall competition fees paid to England Squash.
- University affiliation continues in the same way as standard squash clubs: in order to host competitions/events, they must affiliate their courts, otherwise playing clubs independent of the venue are able to affiliate by paying a flat no-court affiliation fee of £55.

- The Climate Emergency Update
- Performance Review
- Sport Directorate Update
- SquashLevels Update
- Digital Enablement Update
- Delivery Network Update

The Board gave its congratulations to England Squash staff on the success with the number of participants registered on the app, hitting the Sport England targets.

- Competitions & Events Update
- Referee Pathway & Mission 2022 Update

Signed.....  ..... (Chair)

Date.....08/04/2020.....

**PB**