



BOARD MEETING MINUTES

Minutes of the Board meeting held in Small Common Room, London House, Goodenough College, Mecklenburgh Square, London, WC1N 2AB at 1200 on Thursday, 12 December 2019.

PRESENT

Board

Joy Carter (Chair) (JC)

Richard Antcliff (RA)

Kate Bedwell (KB)

Nick Donald (ND)

Mark Jeffreys (MJ)

Heidi Leseur (HL)

Andrew Light (AL)

Nick Murrills (NM)

Wendy Newlove (WN)

Vickie Prow (VP)

Keir Worth (KW)

Also present

Paul Barrett (Director of Membership & Customer Experience) (PB)

Steve Jones (Minute Taker) (SJ)

Louise Perry (Director of Finance & Operations) (LP)

Paul Walters (Commercial Manager and Competitions & Events Strategic Lead) (PW)

Mark Williams (Director of Sport) (MW)

		ACTIONS
1.	<p>Chair's Welcome</p> <p>JC welcomed all to the meeting.</p> <p>Apologies for Absence</p> <p>Apologies were received from Board member Eamonn O'Rourke.</p> <p>Declarations of Interests</p> <p>There were no interests declared.</p> <p>Minutes of the Board Meeting of 10 September 2019</p> <p>The minutes of the previous meeting were taken as read and were agreed to be a true and correct record.</p>	

<p>Matters Arising</p> <p>Page 2: In relation to gender policy, it was agreed that MW would report back at the next meeting with an update.</p> <p>Page 3: It was reported that some activity-tracker manufacturers have said they will consider using squash data for their next updates, and there was agreement that England Squash should proactively continue to contact manufacturers. It was acknowledged that finding the best contacts can be difficult, although WN has a contact at Garmin who may be useful.</p> <p>Page 3: It was noted that MW has assumed the role of Sustainability Champion. Discussions with Sport England were said to have taken place. It was agreed that it is positive that England Squash is amongst the first NGBs to be giving the climate emergency the focus it requires, seeking to influence Sport England and others.</p> <p>Page 4: Regarding a focus on making major events greener, it was agreed that England Squash can influence event hosts to, for example, not use plastic drinks bottles for give-aways and to use biodegradable cutlery.</p> <p>Page 5: On crowdfunding for major events like the British Open, discussion had taken place with the PSA. It was agreed that crowdfunding would be considered as an option in some areas of the business.</p> <p>Page 5: About potentially going in collectively with other NGBs to seek sponsorship together, it was noted that a partnership is about to be established in that respect with the PSA.</p> <p>Page 6: There was discussion of the role that men must play in the development of women's squash. It was thought to be important to send the same information (such as in newsletters) to both men and women in order that both sexes can be aware of the focus that the sport must place on increasing female participation.</p> <p>Page 7: It was agreed that VP would provide a photo for the 'Meet the Board' page of the website.</p> <p>CEO's Report</p> <p>KW provided updates on a wide range of areas of the business.</p> <p><i>Departure of Director of Finance & Operations</i></p> <p>It was announced that LP would be leaving her post at the end of February 2020. The Board agreed that LP, who was said to have accepted a great opportunity in a high-profile role for a large organisation, would be hugely missed by all. It was noted that the executive is currently undertaking the task of considering various options as a way forward in terms of replacing LP.</p> <p><i>Interactive Squash</i></p>	<p>MW, next mtg</p> <p>MW, WN</p> <p>PW</p> <p>MW, PW</p> <p>VP</p>
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<p>It was noted that a potential leasing model is being looked at. It was reported that an offer had been received that is under consideration.</p> <p>Following discussion, it was agreed that it would be worth observing trends over the next 12 months for the University of Birmingham system in order to benefit from their experiences with IS over a longer period. This would give insight on usage, feedback and financials.</p> <p>It was noted that Center Parcs has decided to install Interactive Squash (IS) at all their UK squash venues. There was agreement that access to the Center Parcs court-usage data would be valuable, for which two actions were proposed:</p> <ul style="list-style-type: none"> • Contact Center Parcs directly • Ask the IS manufacturer for the data (it was noted that recent conversations have included discussion of a potential MoU with England Squash) <p>It was said that IS had been successful in the USA.</p> <p>Meanwhile, discussions are continuing between England Squash and Manchester City Council over installation of IS at the National Squash Centre.</p> <p><i>World Squash Federation</i> Of note is that:</p> <ul style="list-style-type: none"> • The appointment of a new CEO, William Louis-Marie, was announced last month • There will be a presidential election in 2020 <p><i>Sport England (SE)</i> It is hoped, following a written request from England Squash to the SE executive, that high performance funding for the sport will continue after the current cycle. Positive conversations are ongoing.</p> <p><i>Coaching, Talent & High Performance</i> It was noted that this department is due to undergo a review to look at the impact of restructure / downsizing of recent years – two key roles have been lost, including that of Performance Director. Board will be updated at the next meeting.</p> <p><i>Competition entries</i> There was good news in that entries into Gold competitions as well as the British Junior Championships and British Junior Open have been at record levels. It was said that the entry numbers provide a challenge in terms of finding enough available courts but that overall the news is a huge positive.</p> <p><i>World Squash Championships bid for 2022</i> The update was that the bid for the event to be held in Manchester has gone through its first phase.</p> <p><i>World Men's Team Championships</i> The team was said to be on its way to Washington, D.C., seeded two.</p>	<p>KW</p> <p>MW</p> <p>MJ, KW</p>
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	<p><i>Staffing</i> The issue of staff capacity was raised, with ‘business as normal’ said to be tough. It was felt that continued progress at the same fast rate would be difficult because such good strides had been made in the last few years.</p> <p>Although the executive recognises the issue and is supporting staff accordingly, it was noted that additional projects that get added to work programmes cause a strain on resources.</p> <p>It was agreed that an update should be provided at the next meeting, with time set aside for discussion.</p>	<p>KW</p>
2.	<p>Innovation</p> <p>HL and WN provided an update since the last board meeting and the November Council meeting, which also featured Innovation prominently on the agenda.</p> <p>It was noted that the priority currently is to decide on the most beneficial way to spend an additional £20k legacy bequeathed to England Squash from Steve Hubbard’s estate. This money must be spent during the current financial year. It was decided after discussion that the executive shall make the decision shortly.</p> <p>It was added that the e-mail address innovationideas@englandsquash.com had been set up to invite inbound innovation ideas. The details are to be shared with county associations.</p>	<p>LP, KW</p>
3.	<p>Communications Strategy</p> <p>The Communications Strategy document had been shared with the Board prior to the meeting. It was highlighted that all staff had contributed to the document at the most recent team meeting. It was felt that the document contains strong and consistent messages.</p> <p>It was noted that a member survey is being planned, one of the focuses of which will be what members want out of their membership.</p> <p>There was discussion of the use of segmentation of data for communications, which it was felt could be improved to the benefit of ongoing communications. It was agreed that this would benefit from third party support and that an update would be provided for the next meeting.</p>	<p>PB</p> <p>PB</p>
4.	<p>Financial Accounts</p> <p>The Financial Report dated October 2019 had been shared with the Board prior to the meeting.</p>	

	<p>There was discussion about the Profit & Loss sheet, and it was noted that a reforecast that deviates from budget is only carried out if large changes are foreseen. Regarding reconciling income to cashflow, this is complicated due to deferred revenue for Membership, Competitions & Events and the release of Sport England funds to match expenditure.</p>	
5.	<p>Competitions & Events - Update & Learning</p> <p>PW summarised his Board paper, which charts progress over the last six months.</p> <p>The importance of the streaming portal (englandsquash.tv) was highlighted.</p> <p>There was discussion regarding learnings from the Junior Inter County Championships (ICC) and it was agreed that solutions are as follows:</p> <ol style="list-style-type: none"> 1. Review the structure of the competition 2. Improve England Squash's management of the relationships with third-party competition organisers 3. Find more venues to make the Junior ICC work for all counties (more local venues) <p>RA and NM both offered their Competitions & Events support. RA can help from an ICC perspective and NM with regard to commercial aspects of the department.</p>	<p>PW</p> <p>PW</p>
6.	<p>County Association Accounts Review</p> <p>LP introduced this item, for which the related Board paper looked at areas of financial strength and weakness across the county associations. It was highlighted that, although some counties have large reserves, England Squash is by no means seeking to request that any funds be returned.</p> <p>It was noted that some of the finances involved could potentially provide an opportunity for England Squash to match-fund counties for projects. It was agreed that there would be an item on the next Council meeting agenda on financial guidance for county associations.</p>	<p>KW, SJ</p>
7.	<p>Income Generation</p> <p>It was noted that Income Generation was included as an agenda item because it is the one internal KPI that was rated red as at the end of quarter two of 2019/20.</p> <p>There was discussion of club affiliation, particularly regarding whether the following should be introduced:</p> <ul style="list-style-type: none"> • An affiliation fee for school affiliates to replace the current FOC model • An increase in affiliation fees generally for 2020/21 	

	<p>The Membership Working Group is to present its recommendation on the two points above (the latter of which has been previously discussed and ‘no-change’ was agreed) for the next meeting.</p> <p>PW picked out the recent Income Generation highlights as:</p> <ul style="list-style-type: none"> • The two-year Karakal sponsorship deal of the Premier Squash League • A continued partnership with AJ Bell, including 2020 sponsorship of the British National Championships • A relationship with a flooring manufacturer, which is hoped will be a long-term deal <p>8. Audit Committee Update</p> <p><i>Auditors</i> AL spoke to summarise his Board paper. It was said that the recent news regarding the departure of LP had brought about a change of plan since the paper was written.</p> <p>It was acknowledged that ideally, for good governance, an audit tender process would take place early in 2020. However, it was noted that it had been decided (since the Board paper was written) that Mazars shall remain auditors for a further year because it is felt that an audit tender process without LP’s presence and guidance would be difficult at this time.</p> <p><i>Risk Register</i> Thanks were given to KB for her support in the review.</p> <p><i>Data Governance</i> It was noted that WN shall now be attending future audit committee meetings for expertise in data governance.</p> <p>9. Shared Services</p> <p>The Board paper presented three options in relation to a potential shared services arrangement:</p> <ol style="list-style-type: none"> 1. The Milton Keynes shared services option – sharing ‘back office’ functions with Badminton England and Table Tennis England, including a move to co-locate at the National Badminton Centre in Milton Keynes (where Badminton England and Table Tennis England are based) 2. The Manchester shared services option – sharing ‘back office’ administrative services and certain specialist activities with other sports organisations based at the National Squash Centre in 	<p>PB, next mtg</p>
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	<p>Manchester, such as England Lacrosse, Basketball England, British Taekwondo and MCRactive</p> <p>3. The Manchester collaborative working option – working with other Manchester-based sports organisations to deliver ‘back office’ administrative services and certain specialist activities in a more collaborative way, with the nature and degree of sharing for each service being dependent on the needs of the individual partner organisations</p> <p><i>Option 2</i> It was agreed that options 2 and 3 are similar. The executive’s preference and recommendation to the Board is to pursue option 2, although it does require other partners to be as committed to making the change. There was agreement that option 2 should be pursued.</p>	<p>KW</p>
<p>10.</p>	<p>The Climate Emergency</p> <p>Following discussions at previous Board meetings, MW had written an update paper outlining the steps taken thus far by England Squash to reduce its environmental impact. Possible steps the organisation could take in future were also outlined.</p> <p>It was noted that a carbon footprint assessment had been carried out. The assessment was said to include permission to use the Carbon Footprint Standard branding.</p> <p>In addition to the work highlighted in the paper and the conversations with Sport England, Dunlop and Manchester City Council on the subject, it was said that discussions had taken place with the PSA on tournament scheduling. It is thought that the greatest impact England Squash could have would be in relation to international player travel, albeit it was acknowledged that a balance must be found.</p> <p>It was added that, since the Board paper was written, it had come to light that England Squash would have the opportunity to become carbon neutral with an off-setting cost of around £1k per annum. The Board were supportive of this expenditure.</p> <p>There was agreement that England Squash can lead the way in this area by having a policy and a vision, as well as a ‘good practice’ page on the website that would help squash facilities save energy and money.</p> <p>The Board was said to be fully behind the steps taken thus far and the steps proposed. An update paper is to be prepared for the next meeting.</p>	<p>MW</p> <p>MW</p> <p>MW, next mtg</p>
<p>11.</p>	<p>Any Other Business</p>	

As mentioned in agenda item 1, Director of Finance & Operations, LP, will depart her role in February 2020. The Board gave huge thanks to LP and passed on their warmest wishes for her future.

Update Papers

Additional update papers as follows had been circulated to Board members for information. Thanks were given to staff for their hard work as a small team and for their valued contributions to the papers.

- Data Protection Officer Update
- Sport Directorate Update
- Membership & Customer Experience Update
- Digital Enablement Update

PB

SquashLevels

It was noted that the aim for the renewed partnership contract with SquashLevels is in hand with PB and will be conducted as efficiently as possible.

MW

Female Participation

There was agreement that, whilst the Board is thrilled with England Squash’s campaigns aimed at women, there is a need amongst the general squash community, led by England Squash, to start challenging the everyday sexism that can be commonplace in some clubs.

Signed.....  (Chair)

Date.....14/01/2020.....