



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 1130 on Thursday, 14 March 2019.

PRESENT

Board

Joy Carter (Chair) (JC)
 Nick Donald (ND)
 Mark Jeffreys (MJ)
 Heidi Leseur (HL)
 Andrew Light (AL)
 Wendy Newlove (WN)
 Eamonn O'Rourke (EO)
 Matt Pullen (MP)
 Jamie Singer (JS)
 Paul Trott (PT)
 Keir Worth (KW)

Also present

Paul Barrett (Project Manager – Membership) (PB)
 David Campion (National Coach) (DC)
 Steve Jones (Minute Taker) (SJ)
 Paul Makinen (Head of Marketing & Insight) (PM)
 Louise Perry (Director of Finance & Operations) (LP)
 Paul Walters (Commercial Manager) (PW)
 Mark Williams (Partnerships & Programmes Director) (MW)

		ACTIONS
1.	<p>Apologies for Absence</p> <p>Apologies were received from Kate Bedwell.</p> <p>Declarations of Interests</p> <p>There were no interests declared.</p> <p>Minutes of the Board Meeting of 14 December 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: With regard to university interns, it was noted that three students from the University of Chester will be joining the team from May 2019.</p> <p>Page 2: It was confirmed that the remaining Declaration of Interest forms had been collected.</p> <p>Page 6: The matters relating to the Steve Hubbard Legacy were said to have been completed.</p> <p>Page 7: There was confirmation that safeguarding is now part of the conditions for the payment to County Associations (CAs) of the Enhanced Rebate. It was noted that Cheshire, for instance, is currently in the process of re-writing its safeguarding policy. There is more work for England Squash to do in this area, and this will ensure that the relevant CAs meet the criteria.</p> <p>Any other matters arising were stated to be either completed or would be covered on the agenda.</p> <p>CEO's Report</p> <p><i>Tactics Tracker (see also separate agenda item)</i></p> <p>KW highlighted how the Tactics Tracker, an internal document, validates the breadth and volume of England Squash work and provides the ability to keep work programmes appropriate and on track.</p> <p><i>Efficiency/Shared Services Review</i></p> <p>England Squash have applied for financial assistance from Sport England to commission a project into efficiency savings and options for shared services with other sports governing bodies. KW also highlighted recent discussions with other nations regarding greater collaboration.</p> <p><i>Olympic Bid for 2024</i></p> <p>KW expressed huge disappointment at the outcome of the bid and updated Board on ongoing WSF attempts to seek greater clarification from the International Olympic Committee. Despite the disappointment, it was felt that the Olympics should only be part of the story instead of a be-all-and-end-all scenario.</p> <p><i>Staffing</i></p> <p>It was confirmed that Paul Barrett will take on the role of 'Director of Membership & Customer Experience' on a 12-month, part-time contract.</p> <p><i>Sport England</i></p>	<p>PB</p>
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	<p>England Squash will undergo its annual review in April.</p> <p><i>Regional Forums (RFs)</i></p> <p>Six of the eight RFs are fully operational. The North East and South West regions, which don't currently have RFs, receive funding direct to the CAs in those regions.</p>	
<p>2.</p> <p>3.</p>	<p>Tactics Tracker</p> <p>It was highlighted that the document is an internal one and therefore not submitted as part of any Sport England reporting. The document uses RAG (Red, Amber, Green) ratings for various targets. JC said that it was pleasing to see a significant amount of Green on the document and gave thanks to staff for the hard work.</p> <p>The document contains three tabs, with one tab showing outcome measures (such as full adherence to the UK Sports Governance Code as well as targets for number of affiliated clubs/members/sign-ups/medals/rankings, etc.) and two tabs showing the operating plan for the current year and the previous year.</p> <p>It was noted that the membership and affiliation income targets, currently RAG-rated red, are ambitious in that the aim is to double the year-one income by the end of year four. The Membership Working Group keeps the targets foremost in mind in its recommendations to the Board. It was acknowledged that these are stretch-targets.</p> <p>The targets related to new players are significant because England Squash has to report to Sport England in this area. It was said that there is high confidence that the level of activity needed to meet the targets will occur, but the challenge is in ensuring that the activity is recorded on the app.</p> <p>The updated Tactics Tracker was approved by the Board.</p> <p>Talent & High Performance</p> <p>National Coach DC highlighted how the current phase is a challenging one for England in Talent & High Performance. The best-ever generation of players are retiring from the game or coming towards the end of their squash careers.</p> <p>One of the key changes is the introduction of performance hubs with a network of high-calibre coaches. The hubs are the way forward because players will be better resourced in every area. DC said that the long-term ambition of the project, as it expands, is for every player to live within an hour of a hub.</p>	<p>DC</p>

4.	<p>It was highlighted that a doubles strategy has been devised. The aim is to prepare players for doubles at the 2022 Commonwealth Games.</p> <p>During a discussion, it was said that there is currently a heavy travel and cost burden on talented juniors and their parents on weekends. DC commented in response that the long-term aim is to lower this burden by reducing the level of activity and allowing the performance hubs to take over and agreed that introducing a break in the calendar, e.g. around exams, would be helpful.</p> <p>A conversation followed on the importance of helping younger players in particular to deal with pressure. DC said that there will be workshops for educating parents, with a key point being that praise should be based on effort instead of on results. There was discussion also on potentially utilising the parents of the “Golden generation” to share their experiences and provide input on what they learned along the way.</p> <p>Innovation</p> <p>HL presented the item on innovation in squash, and it was highlighted that a key point is that the ways in which money can be made from squash must be emphasised to potential investors.</p> <p><i>Interactive Squash</i></p> <p>It was noted that one of the German start-up company’s high-tech projector systems will be installed at the University of Birmingham as part of the Steve Hubbard legacy, which was said to be fantastic news. The project was said to be a good case study that could be used to promote the systems to other squash clubs.</p> <p>KW pointed out that it had also been suggested to pursue the idea of using a leasing model because the cost of purchase may be a barrier to use of the systems in clubs.</p> <p>As well as Interactive Squash, the Board paper written for this item also includes the following opportunities:</p> <ul style="list-style-type: none"> • A new facility model • Public Squash • Data, sport science and a new message for squash • Modernising the club experience • Youth Council and diversity <p>Overall, there was agreement that there is a need to get involved in technology or be left behind. Accordingly, ‘Innovation’ will be kept as a rolling item on Board and Council agendas for the foreseeable future.</p> <p>It was agreed that the executive would consider the questions highlighted by the Board paper, ready for the next meeting, including how to make money</p>	<p>DC</p> <p>DC</p> <p>KW</p> <p>SJ</p>
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5.	<p>from a squash court, identifying the innovation priority for England Squash and how England Squash could support change across clubs in England.</p> <p>Governance – Council & Board</p> <p>Since the last Board meeting, the Articles of Association Working Group and the Nominations Committee had made progress in several areas.</p> <p><i>Board appointments</i></p> <p>The Nominations Committee had proposed the following:</p> <ul style="list-style-type: none"> • KB, AL and EO be appointed for a further term of 3 years. <ul style="list-style-type: none"> ○ Following a vote by show of hands, all three Board members were reappointed unanimously to continue their roles. • PT, as a DeFacto representative of Council, be recommended to the England Squash Council for re-election . <ul style="list-style-type: none"> ○ Discussion ensued regarding whether or not PT is a DeFacto representative of Council. PT said that he had decided not to stand for re-election, a decision that was reluctantly accepted by the Board. • The Board must appoint/reappoint a Chair and a Senior Independent Director for the next 3-year period. JC and ND have both confirmed that they were willing to stand for a second term. <ul style="list-style-type: none"> ○ Following a vote by show of hands, JC and ND were appointed unanimously to continue their roles. <p><i>Council Development</i></p> <p>JS spoke to introduce this section and to seek ratification from the Board for a proposed terms of reference for Council. The terms of reference were ratified.</p> <p>With regard to timescales and the nature of further changes to Council, the Board agreed that there is a need to invite the wider squash world to Council for a more diverse representation.</p> <p><i>Board Evaluation Action Points Update</i></p> <p>An action plan had been compiled from the recent Board evaluation, and updates were provided on:</p> <ul style="list-style-type: none"> • Objectives, Strategy and Remit It was agreed that the Board does not require objectives independent of the organisation • Performance Management LP is to adapt the monthly financial reporting to provide a better understanding of how the business areas are performing, and this needs to be fully integrated with the financial performance 	<p>KW, next mtg</p> <p>KW</p> <p>LP</p> <p>LP</p>
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	<ul style="list-style-type: none"> • Programmes and Projects This part of the plan was said to be in place so that, in future, post-evaluation reports for all major projects are presented to the Board. <p>6. Finance</p> <p><i>Budget 2019/20 and actuals</i></p> <p>LP gave an overview of the financial budget and actuals, which were then approved in principle by the Board.</p> <p><i>Major Events Update</i></p> <p>PW gave an update on the 2019 National Championships, which was said to have made a loss of £20k due to sponsorship being lower than expected, although ticket sales and entry fees were strong, achieving £4k more than anticipated. It was noted that the expenditure for the Nationals is difficult to reduce by any significant amount without seriously damaging the quality of the event. For future events more sponsorship will be sought to allow them to at least break even.</p> <p>7. Competitions & Events (C&E)</p> <p>PW provided the background to a recent review of C&E and the following recommendations were ratified by Board:</p> <ul style="list-style-type: none"> • Appoint a strategic lead to deliver agreed recommendations within available budget, recognising that this position may not be fulltime • Re-structure two distinct and commercially independent units • Seek proven and suitably qualified partners to deliver key events to reduce ES financial liability • Prioritise development and launch of Club Locker functionality • Review existing and potential competition activities to maximise commercial return, whilst supporting participation and performance pathway objectives • Prioritise and invest in improved systems and processes centred around upgrades/updates to www.englandsquash.com • Focus internal comms on pre-competition and events promotion to maximise revenue/participants through entries, ticket sales and explore and integrate streaming a platform www.englandsquash.tv to maximise external reach and influence <p>It was felt that the Inter County Championships (ICC) needs another review following changes made this season. KW reported that this process had begun.</p>	<p>LP</p> <p>KW</p> <p>KW</p>
8.	Membership & Technology	

9.	<p>PB gave an introduction to the paper, which presented discussion points for consideration of the overall approach to membership over the next 24 months, prompted by learning from Membership and Affiliation digital/technology projects delivered in 2018/19.</p> <p>It was highlighted that Sport England recognises the challenges of membership for National Governing Bodies (NGBs).</p> <p>MW pointed out an interesting group of seven NGBs (including England Squash) has been set up by Sport England to discuss membership, and there is expectation that the group's findings will be useful and that those findings will be available in 3-4 months.</p> <p>Following further discussion, it was agreed by the Board that there is a need to review the membership strategy. A timescale was set of one year for completion of the review.</p> <p>Any Other Business</p> <p><i>Update Papers</i></p> <p>Additional update papers as follows had been circulated to Board members for information.</p> <ul style="list-style-type: none"> • Coaches Club • Membership • Digital Content • Digital Engagement Platform • Delivery Network – Programmes <ul style="list-style-type: none"> ○ Regional and National Forums ○ Connecting with Clubs <p>JC thanked KW and colleagues for all the achievements listed here.</p> <p><i>England Squash Magazine</i></p> <p>PT enquired as to the reason for the delay with the launch of the magazine, which PB explained as being due to technical issues between the third-party apps and the England Squash membership database. A 'Nationals Special', which used much of the content, look and feel of the planned first edition, was produced in the interim and e-mailed to members. England Squash was said to be working with the PSA to agree a timeline for the first full edition.</p> <p><i>Departing Board Members</i></p> <p>This 14 March 2019 Board meeting was the last one for the departing Board members MP, JS and, as confirmed at the meeting, PT. JC expressed her huge gratitude for their valuable contributions and hard work.</p>	<p>PB</p> <p>KW</p>
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	<p>Signed....  (Chair)</p> <p>Date.....09/04/2019.....</p>	
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