



BOARD MEETING MINUTES

Minutes of the Board meeting hosted on the Zoom video conference application at 1130 on Tuesday, 2 June 2020.

PRESENT

Board

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

Also present

Guests

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

Staff

Paul Barrett (Director of Membership & Customer Experience) (PB)
 Neil Edgar (Finance Director) (NE)
 Steve Jones (Minute-taker) (SJ)
 Andy Pilling (Competitions Manager) for the Inter County item (AP)
 Paul Walters (Commercial & Competitions Strategic Lead) (PW)
 Mark Williams (Director of Sport) (MW)

MINUTES REF.	ITEM	ACTION
M01ESB(2002)	<p>1. Chair's Welcome</p> <p>JC welcomed all to the meeting, including a special welcome and introduction for NE on the occasion of his first Board meeting, and started by addressing three important subjects.</p>	
M02ESB(2002)	<p><i>Council meeting</i></p> <p>The Council meeting that had been scheduled for 21 May had been subsequently postponed due to the COVID-19 outbreak. It was decided that the meeting would be held in the coming weeks (post-</p>	

	meeting it was confirmed for 25 June 2020) as an online video conference.	
M03ESB(2002)	<i>Climate and ecological crisis</i> Discussion took place on the formation of a sub-group, the conclusion was that a new sub-group would consist of the chair JC, other Board members KB and EO, and Director of Sport MW.	
M04ESB(2002)	<i>Richard Antcliff's departure</i> Since the last Board meeting, Richard Antcliff (RA) had stepped down as a Board member. JC expressed her thanks on behalf of the Board to RA for all he has done for the sport and for his contribution to the Board. In relation to a replacement for RA it was noted that a process needs to be followed in line with Article 15.8 of the Articles of Association.	KW
M05ESB(2002)	Apologies for Absence Apologies for absence for the day's meeting were received from Board member Andrew Light.	
M06ESB(2002)	Declarations of Interests There were no interests declared.	
M07ESB(2002)	Minutes of the Board Meeting of 11 March 2020 The minutes of the previous meeting were taken as read and were agreed to be a true and correct record.	
M08ESB(2002)	Matters Arising Page 2: There was said to have been no breakthrough in the establishment of a relationship with Garmin. It was agreed that attempts would continue to be made in the hope of squash being included on Garmin's electronic activity tracker.	MW / WN
M09ESB(2002)	Page 2: MW noted that work to make competitions and events greener was now more complicated due to the COVID-19 pandemic, i.e. due to hygiene requirements. It's an area that needs to continue to be reviewed.	MW
M10ESB(2002)	Page 2: There was agreement that KW, as CEO, would make contact directly with Center Parcs at the highest level, to open dialogue in relation to access to court-usage data.	KW
M11ESB(2002)	Page 2: It was noted that the £20k legacy bequeathed to England Squash from Steve Hubbard's estate was used differently than planned due to the COVID-19 pandemic. The funds were used to	


	support the Back to Squash campaign, a campaign whereby clubs applied for a grant to support their plans for reopening after lockdown.	
M12ESB(2002)	Page 3: It was agreed that a Vision Statement would be added to the Environment and Sustainability section of the website and an environment awareness campaign would be planned for clubs when lockdown restrictions are lifted.	MW
M13ESB(2002)	Page 5: NE is to follow up with regard to updating the bank mandate.	NE
M14ESB(2002)	Page 6: It was noted that a campaign to encourage greater use of eye protection has been prepared and will be launched at an appropriate time (after return to play).	PB
M15ESB(2002)	CEO's Report	
	KW opened his report by highlighting that on this occasion he had circulated a Board paper in advance of the meeting. In the paper and in the discussion of this item, KW went into detail about England Squash's performance pre-COVID-19, during COVID-19, and then finished by looking ahead to the challenges and opportunities.	
M16ESB(2002)	It was noted that staff had responded particularly well to the challenge of the pandemic and highlighted some of the positive feedback received from stakeholders for the activity during the lockdown period, which included: <ul style="list-style-type: none"> • Cancelling competitions • Withdrawing from England representation events • Suspending Membership & Club Affiliation fees for the period of lockdown • Awarding 115 club 'bounce back' grants • Promoting Sport England's Community Emergency Fund to clubs (some clubs have been successful in accessing funds) • Regular communications across a range of channels to keep the squash audience and stakeholders engaged and informed • Moving engagement online wherever possible, including: Club support webinars, county association webinars, live workouts, weekly coach workshops, and aspects of coach education • The transition to a new Financial Director – not easy, given remote working • Developing various financial scenarios on the impact of COVID-19 • Reviewing financial commitments/budgets to establish efficiencies • Reviewing the digital roadmap and re-prioritising projects for FY20/21 – whilst continuing to deliver ongoing 	

	<p>enhancements and improvements to englandsquash.com and Club Locker</p> <ul style="list-style-type: none"> • Planning campaigns for a return to squash • Continuing work on the next England Squash strategy 	
M17ESB(2002)	There was discussion on the Government advice on return to play for elite players. It was also noted that the WSF had issued some general guidance for return to play.	
M18ESB(2002)	Conversation then took place on what the ‘feel’ within county associations and squash clubs was like. It was said that whilst web traffic to the England Squash site was down 70% (primarily because the competitions that players would normally enter online were no longer there), social media engagement had increased.	
M19ESB(2002)	<p>2. Finance</p> <p>A new financial year had begun since the last Board meeting, and ahead of the meeting NE had shared both year-end accounts for the previous year and accounts for the year to date.</p>	
M20ESB(2002)	<p><i>FY20/21 COVID-19 scenarios</i></p> <p>The focus of the discussion for this item was the financial impact of COVID-19. Narrative and tables had been distributed before the meeting to show various scenarios in terms of the duration of lockdown (3/6/9/12-month scenarios).</p>	
M21ESB(2002)	With these forecasts made and more information becoming available, it was noted that it would be appropriate to examine the budget in greater detail.	
M22ESB(2002)	There was discussion of the extent to which the Board would accept a loss to be made during the financial year and therefore for reserves to be used. It was agreed that the Board does have some appetite for risk, for England Squash to continue its good progress and to make an impact during this challenging period without being too restricted by finances.	NE/KW
M23ESB(2002)	<p><i>Risk Register</i></p> <p>KW summarised the changes to the Risk Register since the last Board meeting, also pointing out that the document had been shared in its entirety ahead of the meeting via the Audit Committee.</p>	
M24ESB(2002)	<p>3. Sport Directorate COVID-19 Response</p> <p>MW had shared in advance a paper on recent developments in terms of player, coach and referee pathways, as well as an update on campaigns and programmes.</p>	

M25ESB(2002)	<p>It was highlighted that approval from the Board was sought in relation to:</p> <ul style="list-style-type: none"> • Coach & Referee Development - move to online modules, including piloting a fully online Level 1 course before the next Board meeting in September <p>Approval was given by the Board, with appreciation shown for the work done in this area.</p>	MW
M26ESB(2002)	<p>There was discussion of the impact of COVID-19 on the work of the Child Protection in Sport Unit (CPSU). It was noted that England Squash will be keeping up to date with the CPSU for developments on the issue of face-to-face course requirements.</p>	
M27ESB(2002)	<p>4. Digital Enablement</p> <p>PB spoke to introduce his paper and highlighted the requests (on behalf of the Digital Steering Group) for Board approval, which were:</p> <ul style="list-style-type: none"> • continue with general direction of travel and approach to managing allocated budget in light of current circumstances • extend Evalian's contract for data protection support services and DPO for a further year beyond October 2020 • agree the Club Locker sub-license agreement <p>Following discussion, all three requests above were approved.</p>	PB
M28ESB(2002)	<p>Inter County Championships (ICC) - COVID-19 response</p> <p>AP talked through his paper, highlighting the contributions of delivery partners Tim Vail (Junior ICC) and Chris Truswell (Masters ICC) in leading a review of their respective competitions.</p>	
M29ESB(2002)	<p><i>Masters ICC</i></p> <p>It was said that counties had fed back on the current format and that consultation had taken place with counties and the Masters committee in terms of future plans for the competition.</p>	
M30ESB(2002)	<p>A number of options for the 2020/21 season emanated from county and Masters feedback, and these were presented to the Board. Of the options, the one recommended by the Executive as a way forward for 2020/21 was:</p> <ul style="list-style-type: none"> • 2. Deliver a reduced/alterd format for one year as a compromise so that players can have the opportunity to play at the full range of competitions. For example: a regionalised county competition across one weekend that 	

	<p>would enable players the opportunity to represent their county.</p> <p>Following discussion, the recommendation was approved by the Board for one season, before returning to the traditional format. It was noted that the “full range of competitions” refers to the possibility to retain all five regional, non-ICC competitions in the Masters calendar.</p> <p><i>Junior ICC</i></p> <p>It was noted that the Executive sought approval by the Board to make the following changes to the structure of the junior competition with the aim of making it more accessible, efficient and enjoyable:</p> <ul style="list-style-type: none"> • Stage 1 to be split into four regions • Host clubs will be selected regionally where enough courts are available, with age groups at designated locations • Schedules to be released four weeks prior to competition including fixture times. There will be no changes to the schedule from the Wednesday before stage 1, unless all team managers are notified and agree • Players can only compete in one age group– allowing more players to represent their county • Each age group to play on one day • Players will only be allowed to compete for their county of residency or birthplace • Age eligibility will be based upon school year, allowing for players to compete across the whole competition at their designated age category <p>Following discussion, the changes were approved by the Board. Reduced travel was cited as a significant benefit. It was emphasized that the ICC is at heart a participation competition, and there is a desire for as many as possible to play.</p>	<p>AP/MW</p>
<p>M31ESB(2002)</p>	<p>6. 2021 Strategy Development – post-COVID-19</p> <p>SP of SockMonkey Consulting joined the meeting for this item. SP had shared with the Board a paper and draft strategy document ahead of the meeting. It was noted that as part of his work SP had consulted with an extensive range of stakeholders.</p>	<p>AP/MW</p>
<p>M32ESB(2002)</p>	<p>SP sought feedback from the Board by asking the following questions:</p> <ul style="list-style-type: none"> a) Are the ambition and the mission statement set out in the draft strategy consistent with the Board’s own aspirations for the future of England Squash and for the game? 	

<p>M34ESB(2002)</p>	<p>b) Do the strategic pillars and the associated tactics included within the strategy encompass all the main things that England Squash could realistically do to fulfil its mission?</p> <p>c) Given the scale of what the strategy seeks to achieve, we propose that the strategy covers a period of ten years from 2021, with an interim review after year five. Would the Board be supportive of this longer-term approach?</p> <p>d) Does the Board foresee any difficulties in implementing the proposed strategy? If so, how could they be overcome?</p> <p>Following discussion of the draft, there was consensus on the following:</p> <ul style="list-style-type: none"> • The final version should be as innovative, adventurous, ambitious and passionate as possible • At the same time, the strategy should be realistic at its core, e.g. from a participation point of view, taking people from being sedentary directly to squash court might not be realistic without there being steps in-between • There is a desire for the final version to be very specific about what England Squash will do • ‘Strategic priorities’ could be a better name as opposed to ‘pillars’ • It is also worth reflecting on the new/forthcoming strategies of the wider sport and activity sector for comparison • The strategy should cover a period of up to 5 years • It is essential that the strategy considers the work of Sport England and aligns accordingly 	<p>SP</p>
<p>M35ESB(2002)</p>	<p>It was recognised that the previous strategy underpinned significant progress in many areas, and it is the aim for the new strategy to build on it. The overall feeling was that the “innovative”, “adventurous”, “ambitious” and “passionate” aspects of the final strategy are important.</p>	
<p>M36ESB(2002)</p>	<p>7. Team England Selection Policy & Process Review</p> <p>MW’s Board paper was introduced, including the proposed new Selection Policy document.</p>	
<p>M37ESB(2002)</p>	<p>It was noted that the proposed new policy had been reviewed internally by the Performance team, Director of Sport and CEO and that external expertise had been sought from Ian Braid, the former CEO of the British Athletes Commission, who has huge experience in this area. Part of the review process also included looking at the selection policies of other, similar sports including table tennis, fencing and badminton.</p>	

<p>M38ESB(2002)</p>	<p>After discussion, the Board approved the new policy.</p> <p>8. Any Other Business</p> <p><i>Update Papers</i> Additional update papers as follows had been circulated to Board members for information, with the Governance paper also requiring approval.</p> <ul style="list-style-type: none"> • Governance: Sport and Recreation Alliance’s ‘Principles’ <ul style="list-style-type: none"> ○ The Executive’s recommendation that England Squash sign up to the ‘Principles’ had no objections from the Board. ND had agreed to continue driving better governance. • Safeguarding - CPSU Annual Review <ul style="list-style-type: none"> ○ It was noted by the Board that the work in this area had been excellent. MW said he would share that feedback with the Safeguarding team. • Competitions & Events Update - COVID-19 Response • Risk Register <p>Signed.....  (Chair)</p> <p>Date.....01/07/2020.....</p>	<p>SJ</p> <p>MW</p>
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