



## BOARD MEETING MINUTES

Minutes of the Board meeting held in Seminar Room 2, London House, Goodenough College, Mecklenburgh Square, London, WC1N 2AB at 1130 on Tuesday, 10 September 2019.

### PRESENT

#### Board

Joy Carter (Chair) (JC)  
 Richard Antcliff (RA)  
 Kate Bedwell (KB)  
 Nick Donald (ND)  
 Mark Jeffreys (MJ)  
 Heidi Leseur (HL)  
 Nick Murrills (NM)  
 Wendy Newlove (WN) (via conference phone)  
 Eamonn O'Rourke (EO)  
 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 & Competitions Strategic Lead) (PW)

		ACTIONS
1.	<p><b>Chair's Welcome</b>            JC welcomed all to the meeting. With this being the first Board meeting for RA, NM and VP, everyone at the table was asked to introduce themselves.</p> <p><b>Apologies for Absence</b>            Apologies were received from Board member Andrew Light and Mark Williams, Director of Sport.</p> <p><b>Declarations of Interests</b>            JC declared an interest in relation to item 2 on the agenda: 'Squash &amp; the Climate Emergency'. The urgent problem of climate change was said to be a passion of hers, and the strategic plan she shaped for the University of Winchester is in part guided by it.</p> <p><b>Minutes of the Board Meeting of 13 June 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 1: As per the Board paper, it was noted that there are likely to be two new hubs by the end of November and that the aspiration by May 2020 is 13.</p> <p>Page 2: A short break in the calendar (from late-May to mid-June) has been achieved and three parent workshops are planned.</p> <p>Page 2: In relation to the 2021 World Championships, it was highlighted that Manchester City Council are keen to host. The person set to help write the bid is due to return to work from maternity leave shortly.</p> <p>Page 2: The matter of conduct of junior England players was reported to have been discussed in August with the Performance team, who are well aware of the importance of culture and behaviour, and are committed to improving standards. It was agreed that the standards at training squads must be just as high as when travelling to represent England.</p> <p>Page 3: JC thanked KB for having joined the safeguarding working group to replace Jamie Singer.</p> <p>It was advised that no significant progress had been made on recruiting volunteers to run safeguarding training at the Inter County Championships. Junior ICC county-association contacts will be added to all safeguarding-related communications, and a regular communication strategy will be discussed in September and be part of the plans for the season ahead.</p> <p>Page 3: It was noted that Sport England's new strategy is expected to be released at the end of 2019. The next England Squash strategy will look to align and compliment the SE strategy and will be developed next year.</p> <p>There was agreement that an item for the agenda at the next Council meeting is to be the new Sport England strategy so that squash can get a head start in planning for the coming years.</p> <p>Page 4: On participation delivery, there was confirmation that there will be no more funding for regional forums or clubs that do not meet KPI targets or meet basic safeguarding expectations.</p> <p>Page 4: It was agreed that a Board paper on shared services would be prepared for the next meeting.</p> <p>Page 4: Not much progress had been made on a Junior Gender Policy, although Josh Taylor had been in touch to discuss with some other European nations to gain some insight. Work in this area should continue in order to produce a suitable policy.</p>	<p><b>SJ</b></p> <p><b>KW</b></p> <p><b>MW/Josh Taylor</b></p>
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	<p>Page 5: It was noted that Garmin, Fitbit, Suunto and Polar have all been contacted with a view to squash being listed as a sport for activity-tracker purposes. There was agreement that this goal should continue to be pursued, albeit it was acknowledged that the difficulties of measuring the physiological benefits of squash present a challenge.</p> <p><b>CEO's Report</b></p> <p>KW said that it had been a busy summer. Updates included:</p> <p><i>Staff appraisals</i> Appraisals for all staff were completed over the summer.</p> <p><i>World Squash Day (12 October 2019)</i> Progress has been excellent, with more than 130 clubs having so far been signed up to take part. Each club has committed to register at least 50 new participants on the app. A kit bag partnership has been agreed with Karakal. Kit bags are one of the ways in which clubs are incentivised to participate.</p> <p><i>World Junior Championships</i> It was noted that England won two medals at the recent individual championships and that there is optimism ahead of next year's Men's World Junior Team Championship in Australia.</p> <p><i>Premier Squash League</i> Thanks were given to Zena Wooldridge and EO for their work related to the PSL restructure for 2019/20. PW highlighted the cap now in place for non-British players, the rise in female players to 2 per team.</p> <p><i>Collaboration with other home nations</i> Although the collaboration with Scotland, Wales and Ireland had slowed recently, it was said that there is every intention for it to continue. This will be for the benefit of all nations through shared knowledge and resources.</p>	<p><b>MW</b></p>
<p>2.</p>	<p><b>Squash &amp; the Climate Emergency</b> There were compliments from the Board for the paper, which was said to be "a good start" regarding steps England Squash is and could be taking to contribute towards a global effort to tackle the climate emergency.</p> <p>It was agreed that the identification of a Sustainability Champion from within the staff team is necessary.</p> <p>There was also consensus that England Squash should write to Sport England in order to emphasise the strength of feeling on the issue within the sport of squash in the hope of gaining Sport England's support.</p> <p>It was noted that young people are particularly passionate on the subject and therefore could be consulted for their views.</p> <p>It was agreed that investigation would be undertaken into an audit of carbon footprint at England Squash, perhaps with the help of Sport England.</p>	<p><b>LT</b></p> <p><b>MW</b></p> <p><b>MW</b></p> <p><b>KW</b></p>

	All endeavours made by England Squash to limit its environmental impact should be documented.	<b>MW</b>
	Questions should be asked of suppliers in relation to recyclables – ball manufacturers, for example.	<b>MW/PW</b>
	There should be a focus on making major events more green.	<b>PW</b>
<b>3.</b>	<b>Finance Monthly Report</b> The Monthly Report had been circulated to the Board ahead of the meeting. LP also gave a brief update, highlighting that the audit went well.  The Audit Committee meeting was postponed, so LP will follow up by e-mail.  The Risk Register will be presented to the Audit Committee and will be included for future Board meetings.	<b>LP</b>  <b>LP</b>
<b>4.</b>	<b>Major Events</b> PW provided a recap on recent developments and asked for Board approval of the following: <ul style="list-style-type: none"> <li>• Seek proven partners to deliver the three major events (British Open, British National Championships and Premier Squash League) to reduce England Squash liability and/or maximise revenue: <ul style="list-style-type: none"> <li>○ <i>PSL</i> Prioritise on modernising format, linked to live streaming via <a href="http://www.englandsquash.com">www.englandsquash.com</a> platform to maximise revenue</li> <li>○ <i>British National Championships</i> Focus on revised format linked potentially to junior and/or senior age-group competitions and live streaming via <a href="http://www.englandsquash.com">www.englandsquash.com</a> platform to move to breakeven</li> <li>○ <i>Allam British Open</i> Explore boundaries of a PSA relationship to identify a delivery model that is commercially sustainable</li> </ul> </li> <li>• Continue to seek hosting opportunities for World and European events that support strategic objectives and where funding and partners can be secured, to underwrite delivery.</li> <li>• Ensure comms continue to focus on: <ul style="list-style-type: none"> <li>○ pre-competition and events promotion to maximise revenue/participants through entries and ticket sales</li> <li>○ streaming of competitions and events via a <a href="http://www.englandsquash.tv">www.englandsquash.tv</a> platform to maximise external reach</li> </ul> </li> </ul>	

<p>5.</p>	<p>and influence alongside helping to maximise commercial revenue through banner advertising, etc.</p> <p>Each of the recommendations above were approved by the Board.</p> <p>KW provided an update on the Allam British Open. It was noted that Dr. Allam is keen to sponsor for another year and that prize money for 2020 will increase by £30k, which is a challenge to the budget. High praise was given to the PSA for its continued support of England Squash.</p> <p>There was discussion as to whether crowdfunding might be a viable option for events like the British Open, and it was agreed that this would be investigated.</p> <p>Discussion also took place on the potential for going in collectively with other sports to seek sponsorship. KW will follow up with other NGBs because conversation had already taken place on the subject.</p>	<p><b>PW</b></p> <p><b>KW</b></p>
	<p><b>Digital &amp; Data</b></p>	
	<p>PB and WN presented two papers to the Board:</p> <ol style="list-style-type: none"> <li>1. The 'Data Governance' paper for discussion only</li> <li>2. The 'Digital Enablement' paper presented on behalf of the Digital Steering Group – Board agreement was sought on the following:</li> </ol> <p style="padding-left: 40px;">“The outstanding point of the Club Locker Master License Agreement, yet to be agreed by the England Squash executive and Digital Enablement Steering Group, is how Reciprocitie access and use anonymous data from England Squash users within the Club Locker system. The recommendation of the Digital Enablement Steering Group is that, set against the discussion on our data principles, we allow access to this data only with our express permission.”</p>	
	<p>The above point was agreed by the Board.</p> <p>Discussion took place that highlighted the need to view the user data as an opportunity to monetize. JC used UCAS as an example of an organisation that monetizes data exceptionally well. PB to contact with his associate who is an ex UCAS employee for useful pointers on how this can be achieved.</p>	<p><b>PB</b></p>
	<p>It was agreed that PB would check the percentage of users that have agreed to being contacted by England Squash’s partners.</p> <p>There was discussion of the importance of emphasising to the end user the reasons why their data is being collected in order to be completely transparent and to highlight how providing their details is ultimately for the good of the game in terms of the amount of support and funding it will get. It</p>	<p><b>PB</b></p> <p><b>PB</b></p>

	<p>was noted that, although England Squash’s communications do well in that regard, there are always improvements that can be made.</p> <p>It was pointed out that GDPR is different in the UK compared to the USA and that lawyers at Onside Law have undertaken work for England Squash on this.</p> <p><b>6. Development of Women’s Squash</b></p> <p>Thanks were placed on record for Jo Rowbottom’s (JR) fantastic job of driving this area of work. KW added that a group to support JR’s work would be beneficial.</p> <p>It was agreed that JR would add timescales and the appointment / use of role models to the plan.</p> <p>It was commented that there is a feeling that some myths exist that need to be dispelled. It was agreed that men need to be brought along on the journey.</p> <p><b>7. Innovation</b></p> <p>Innovation is a subject that has become a standing item on Board agendas. HL and WN explained that they seek Board approval for the following:</p> <p>1. An Innovation Charter with the following objectives:</p> <ul style="list-style-type: none"> <li>• Establish an internal innovation charter for England Squash that outlines our goal and principles for innovation and that serves to guide the organisation with decision-making and prioritisation</li> <li>• Establish an internal innovation framework for England Squash to manage all inbound ideas (from inception into implementation) and ensure a balance of initiatives (quick wins, strategic plays, etc.) are pursued, with appropriate strategic alignment to future strategy, funding bids, sponsorship, partnerships, etc.</li> <li>• Provide strategic oversight on the ongoing portfolio of innovation initiatives</li> </ul> <p>2. A place on the upcoming Council agenda for innovation as a key item.</p> <p>Items 1 and 2 were both approved by the Board.</p> <p>It was agreed that the executive would appoint a lead on innovation and bring a draft strategy and charter to the next meeting.</p>	<p><b>MW</b></p> <p><b>JR</b></p> <p><b>JR</b></p> <p><b>HL, WN, SJ</b></p> <p><b>KW, next mtg</b></p>
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<p>8.</p>	<p><b>Any Other Business</b></p> <p><i>Update Papers</i>                  Additional update papers as follows, reflecting the breadth of recent work, had been circulated to Board members for information.</p> <ul style="list-style-type: none"> <li>• Talent Hub</li> <li>• Competitions</li> <li>• Participation Programmes &amp; Initiatives</li> <li>• Membership &amp; Customer Experience</li> <li>• Coach Education Pathway &amp; Coaches Club</li> <li>• Player Conduct</li> <li>• KPIs</li> <li>• Safeguarding</li> <li>• Data Hygiene</li> <li>• Club Support Days</li> <li>• The ‘Collaborative’</li> <li>• Working Groups</li> </ul> <p><i>Website Profiles</i>                  The three new Board members are yet to have a profile added to the England Squash ‘Meet the Board’ webpage and were invited to send an electronic photograph that can be used on the page.</p> <div style="text-align: center;">  </div> <p><b>Signed</b>..... (Chair)</p> <p><b>Date</b>.....07/11/2019.....</p>	<p><b>RA, NM, VP</b></p>
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