



BOARD MEETING MINUTES

Minutes of the Board meeting held at Goodenough College, William Goodenough House, Small Common Room, Mecklenburgh Square, London, WC1N 2AB at 11:30 on Thursday, 23 March 2023.

PRESENT**Board**

Joy Carter (Chair) (JC)
 Yawar Abbas (YA)
 Richard Cannock (RC) (via Zoom)
 Mark Jeffreys (MJ) (via Zoom)
 Heidi Leseur (HL)
 Andrew Light (AL)
 Nick Murrills (NM)
 Wendy Newlove (WN)
 Mayuri Nigam (MN) (via Zoom)
 Andrew Steele (AS)
 Mark Williams (CEO) (MW)

Also present

Neil Edgar (Finance Director) (NE)
 Steve Jones (Minute Taker) (SJ)
 Paul Makinen (Head of Digital & Insight) (PM)
 Chris Peach (National Education & Pathways Manager) (CP)

MINUTES REF.	ITEM	ACTION
M01ESB(2301)	1. Chair's Welcome JC welcomed all to the meeting, with a special welcome for Richard Cannock on the occasion of his first Board meeting.	
M02ESB(2301)	Apologies for Absence Apologies were received from Board member Eamonn O'Rourke and from Jo Rowbottom of the executive team.	
M03ESB(2301)	Declarations of Interests There were no interests declared.	
M04ESB(2301)	Minutes of the Board Meeting 07/12/22 The minutes were taken as read and were agreed to be a true and correct record.	
M05ESB(2301)	Matters Arising M09ESB(2204) – It was agreed that the key themes of 'fun' and 'belonging' must continue to be referenced as part of the work to engage young people in the sport.	JR
M06ESB(2301)	M11ESB(2204) – Further discussion is needed with the family of Dr. Allam and the PSA with a view to finding a fitting way to recognise his significant contribution to the sport following his passing.	MW

M07ESB(2301)	M28ESB(2204) – It was noted that reporting on participation figures had been updated to now incorporate Sport England data on total numbers of squash players in England. This data will be presented in table form and graphically.	JR
M08ESB(2301)	M31ESB(2204) – It had been decided that England Squash would not introduce a ‘shadow Board’ comprised of young people at this time, however engagement with the younger age groups will be done in different ways to ensure that their views are represented, as this is highly important.	MW
M09ESB(2301)	M35ESB(2204) – There was discussion about The Prince’s Trust and the Scouts. England Squash has approached both organisations about the potential to collaborate on some pilot projects. It was agreed that England Squash would follow up with both organisations with regard to the viability of incorporating squash into a course/creating a squash-related badge.	MW
M10ESB(2301)	Other matters arising were said to be competed or would be covered on the day’s agenda.	
M11ESB(2301)	CEO Report <i>Three priorities</i> There was discussion of what were considered to be the top-three priorities for the organisation. MW listed membership, inclusion & diversity and participation, with young people being the ‘golden thread’ running through.	
M12ESB(2301)	Related to priorities was a discussion on ‘what keeps one awake at night’, and in this area MW highlighted the organisation’s reliance on funding. It is recognised that commercial income is not being maximised at present. It was agreed that opportunities to outsource some sponsorship research should be revisited and that an enquiry could be made to Sport England with regard to funding this research.	MW
M13ESB(2301)	2. Finance NE had shared papers ahead of the meeting to address the following areas: <ul style="list-style-type: none"> • the financial year to date • the 2023/24 budget • the Risk Register 	
M14ESB(2301)	Following discussion, the 2023/24 budget was approved by the Board.	NE
M15ESB(2301)	There followed discussion of the Risk Register, and the Board was very much appreciative of the contribution to the document of WN and for the hard work of the Audit & Risk Committee as a whole.	
M16ESB(2301)	It was agreed that the Risk Register should be considered a ‘living document’ that is updated proactively and on a frequent basis.	NE/WN
M17ESB(2301)	The standard format of England Squash Board papers includes a section on ‘Environment, Diversity, Innovation’, and it was agreed following discussion that this section will henceforth be ‘Environment, Diversity, Innovation and Risk’ so that risk is addressed within each Board paper as appropriate.	MW/SJ
M18ESB(2301)	It was felt that ‘risks’ often present not only a warning but an opportunity as well.	
M19ESB(2301)	3. SMART Targets	

	<p>The Board paper shared before the meeting presented a progress update against the targets, with RAG ratings included. Sport England Active Lives data was also incorporated into the paper, as requested at the last Board meeting.</p>	
<p>M20ESB(2301)</p>	<p>It was agreed that, although the target related to social media followers had not been hit, the outlook should still be considered very much in a positive light given that numbers have almost tripled since last year.</p>	
<p>M21ESB(2301)</p>	<p>It was noted that the next set of Sport England data that will be released will consist of the first full year of post-pandemic data and will therefore be of particular interest. It was agreed that moving forwards MW will circulate Board updates related to Sport England data in between meetings, as and when available.</p>	<p>MW</p>
<p>M22ESB(2301)</p>	<p>4. People Strategy</p> <p>The Board paper on this subject highlighted the requirement from Sport England to develop a People Plan. England Squash had already been developing a People Strategy, and therefore the direction of travel is now to establish a single plan that both meets the objectives of England Squash and the requirements of Sport England.</p>	
<p>M23ESB(2301)</p>	<p>Following feedback on the Board paper and on the draft People Plan, the following actions were agreed:</p> <ul style="list-style-type: none"> • Succession Planning should be added to the Plan • There was discussion of the words ‘plan’ and ‘strategy’, and AS will follow up by email with his recommendations into how the Plan can be developed into a final version and laid out in such a way that it has maximum value and impact • It was felt that ‘giving people a voice’ should be clearer in the document 	<p>CP</p> <p>AS</p> <p>CP</p>
<p>M24ESB(2301)</p>	<p>The Executive had requested approval from the Board in the paper to prioritise the roles that are likely to have the biggest impact in helping to achieve strategic priorities, with particular focus on coaches and volunteers. Following discussion, the Board approved this approach.</p>	<p>CP</p>
<p>M25ESB(2301)</p>	<p>5. Young People</p> <p>The Young People paper that was shared ahead of the meeting proposed three priority age groups:</p> <ol style="list-style-type: none"> 1. 5-9 years (Squash Stars) 2. 18-21 years (University campaign) 3. 22-30 years 	
<p>M26ESB(2301)</p>	<p>Following discussion, there was agreement that:</p> <ul style="list-style-type: none"> • 10-17 years will be added into the Action Plan as an age group for attention, albeit the other three age groups will be a higher priority initially • A ‘storyboard’ approach with a script should be considered for the 5-9 age group, and AS is happy to provide guidance on this work • Something new is required for each age group, including 5-9, which currently has Squash Stars, because a fresh initiative will build on the success of that programme • External expertise will be utilised to develop the Action Plan/programmes • Young People will be a rolling agenda item at coming Board meetings 	<p>JR</p> <p>JR</p> <p>JR</p> <p>JR MW/SJ</p>

M27ESB(2301)	<p>6. Membership & Affiliation</p> <p>The Board paper shared before the meeting builds on the plans to implement a new Membership & Affiliation scheme, and there was agreement that this project represents the biggest focus for England Squash in 2023.</p>	
M28ESB(2301)	<p>The paper discussed the options that are now available with regard to the optimal approach to investing in additional member benefits and the approach that should be taken to risk. The recommendation from the executive team was to take a balanced approach to risk and invest in member benefits that will significantly enhance the value proposition, seeking to generate additional revenues where required. This approach was approved by the Board.</p>	PM
M29ESB(2301)	<p>There was also agreement that the top tier of membership should be the primary focus.</p>	PM
M30ESB(2301)	<p>7. UK Anti-Doping</p> <p>Board member NM had written an update paper that was shared ahead of the meeting, along with the Anti-Doping Strategy & Implementation Plan.</p>	
M31ESB(2301)	<p>There was special praise for the work in this area by Lou Pickford, Performance Operations Manager.</p>	
M32ESB(2301)	<p>It was noted that, although squash has not historically been a sport affected by doping issues, there is no room for complacency. It is recognised that increases in prize money or Olympic inclusion in the future may lead to an increased likelihood of doping issues.</p>	
M33ESB(2301)	<p>Following discussion, the following recommended actions were approved by the Board:</p> <ol style="list-style-type: none"> 1. Train up a new UKAD Educator to deliver in-house anti-doping education. This is necessary following the departure of Lee Drew and Josh Taylor. 2. Run a day for parents of children on the Talent Pathway to cover various issues relevant for them – this is a new initiative and will involve in-person anti-doping training for parents at an event. 3. Funded players sign new funding agreements annually. There is a section relating to adherence to anti-doping requirements. This should be verbally discussed with each player (given its importance) on signing and the relevant detail outlined. 4. At all England Academy/Team England squads a short presentation on a certain aspect of anti-doping education (e.g. supplements, checking medications etc.) should be given. This would supplement the existing annual in-person training and material communicated via email. 5. Consider making it a mandatory requirement for all Level 1 and 2 coach candidates to complete an anti-doping learning course. There is a free course available (via UKAD) called 'UK Advisor'. This would enhance the knowledge of new Level 1 and 2 coaches and go some way to extending engagement with club/community-level players through coaches. The current position is that only the Level 3 and above qualification requires 	<p>L. Pickford</p> <p>L. Pickford</p> <p>L. Pickford</p> <p>L. Pickford</p> <p>CP</p>

<p>M34ESB(2301)</p>	<p>completion of an anti-doping learning course ('Coach Clean'), which costs £60.</p> <p>8. Any Other Business</p> <p><i>Transgender Policy</i></p> <p>The Board paper included a recommendation from the executive team to make an amendment to the current policy. The recommendation was to adopt a case-by-case approach for competition at county level and above. The recommendation was approved by the Board.</p>	<p align="center">JR</p>
<p>M35ESB(2301)</p>	<p><i>Padel</i></p> <p>There was discussion of padel, and it was agreed that the subject will be covered on the agenda of the next meeting in June. It was noted that the current popularity of padel could be seen as an opportunity for squash clubs.</p>	<p align="center">MW/SJ</p>
<p>M36ESB(2301)</p>	<p><i>Board update papers</i></p> <p>JC thanked the writers of the supplementary Board papers, which included the following and which were presented for information only and not discussed specifically during the meeting:</p> <ul style="list-style-type: none"> • Climate & Ecological Emergency • Competitions • Digital • Marketing & Communications • Safeguarding 	



Signed..... (Chair)

Date.....21/04/2023.....