



BOARD MEETING MINUTES

Minutes of the Board meeting held at London House Small Common Room, Goodenough College, Mecklenburgh Square, London, WC1N 2AB at 1130 on Thursday, 13 September 2018.

PRESENT

Board

Joy Carter (Chair) (JC)
 Kate Bedwell (KB)
 Nick Donald (ND)
 Mark Jeffreys (MJ)
 Heidi Leseur (HL)
 Andrew Light (AL)
 Wendy Newlove (WN)
 Jamie Singer (JS)
 Paul Trott (PT)
 Keir Worth (KW)

Also present

Steve Jones (Minute Taker) (SJ)
 Paul Millman (President) (PM)
 Louise Perry (Director of Finance & Operations) (LP)
 Mark Williams (Partnerships & Programmes Director) (MW)

		ACTIONS
1.	<p>Apologies for Absence</p> <p>Apologies were received from Eamonn O'Rourke (EOR) and Matt Pullen.</p> <p>Declarations of Interests</p> <p>There were no interests declared.</p> <p>Minutes of the Board Meeting of 13 June 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 6: A number of Board members have put themselves forward for training on safeguarding policy. England Squash is RAG-rated green for</p>	

safeguarding, but there is more that can be done to improve safeguarding practice throughout the sport and this area will be discussed at the Council meeting in November.

All other actions in the minutes were said to have either been completed since the last meeting or would be covered in this meeting.

Chair's Report

JC welcomed all to the meeting, giving a special mention to Mark Jeffreys on the occasion of his first Board meeting.

JC thanked ND and EOR for having joined her at the recent meeting with CAN.

JC attended the World University Championships with KW and was delighted to see not only the great success of the British players but also the fact that so many different nations took part in a superb event. Congratulations were due to many, but particularly to Zena Wooldridge who masterminded the event.

CEO's Report

Sumner Malik

KW started with the very sad news that Sussex junior Sumner Malik had passed away, highlighting that England Squash is liaising with Sussex Squash to contribute towards a legacy for Sumner.

Sport England

It was reported that Talent and High Performance targets have been signed off by Sport England.

British National Squash Championships

One of the key event updates was the move of the Nationals (including the Masters) to Nottingham for the February 2019 event.

Steve Hubbard

England Squash are very grateful for some money that has been bequeathed to the organisation from the estate of Steve Hubbard of Warwickshire. It was agreed that the money be used to remember Steve and pay tribute to him for his contribution to the sport. The Executive is to report back to Board on the outcome of discussions concerning how the money might be used.

David Lloyd Leisure (DLL)

KW and MW had a positive meeting with senior management at DLL to discuss DLL's plans for its squash courts across the country given the recent news of courts being converted into spaces for 'Blaze' classes. DLL is open and willing to work together with England Squash to promote squash across its sites. Further information on this collaboration will be available in due course.

**KW, next
mtg**

	<p>It was agreed that it would be useful for England Squash to add a contact e-mail address to its website for enquiries regarding squash court closures.</p> <p><i>Scottish Squash</i> There was an update provided on the collaboration with the other home nations, a highlight being the forthcoming gathering of staff from Scottish Squash and England Squash to look at areas of interest, best practice and possible synergies.</p> <p><i>Talent and High Performance</i> Significant recent successes had been achieved including: Millie Tomlinson’s Gold at the European Individual Closed Championships, George Parker’s Silver in the same event, a silver medal for England at the World Juniors event in India in July, first-place finishes for English players at the World University Championships, and some good results for other academy players.</p> <p><i>Office Interns and Apprentices</i> It was agreed that, at this time of stretched resources, England Squash will continue to take interns, apprentices and students to benefit from their skills and to help the individuals develop, preparing them for their future careers.</p>	<p>MW</p> <p>LP</p>
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2.	<p>Articles Plan / The Squash System</p> <p>England Squash President, PM, placed on record his thanks to JC, ND, JS, KW, Patrick Fleming of Surrey Squash and CAN consultant Andrew Beeston for their good work and support in this area. It was commented that, if we can get the Squash System right, clarity of roles and responsibilities can be provided at all levels.</p> <p>HL pointed out that there is some lack of understanding in the squash community as regards how some decisions are made, with the December 2017 membership fee increases (discussed and endorsed at Council) being one example of this, and it was agreed that clarity provided by the Squash System would help.</p> <p>PM highlighted that there is nothing new as such in the Terms of Reference (ToR) that had been submitted to the Board for approval. The ToR cover England Squash, Council, National Forum (NF), Regional Forum (RF) and County Associations (CAs).</p> <p>With regards to CAs, there was consensus that holding up-to-date records of key contacts is crucial. It was agreed that England Squash would contact all counties in the coming weeks to ensure contact details are accurate. It was noted that it was desirable for good governance to have fixed terms for positions within CAs and increasing diversity; some counties were already achieving this and others were encouraged to follow. (It was acknowledged that the lack of volunteers was often a problem.)</p> <p>As for Council, an important question raised was how to engage other stakeholders e.g. universities and clubs.</p> <p>The ToR are not quite ready to be approved, with the following amendments required:</p> <ul style="list-style-type: none"> • It was agreed that the NF is not intended to be a deliverer in the way that the RFs are. There was a suggestion that a “knitting together” role is more appropriate. <p>Once the amendments are made, the next steps were said to be:</p> <ul style="list-style-type: none"> • Share the ToR with directly with CAs • Bring the ToR to the Council meeting on 17 November 2018 	<p>Linda Taylor</p> <p>PM</p> <p>Linda Taylor KW/PM</p>
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<p>3.</p>	<p>Partner & Stakeholder Interactions</p> <p><i>Communication Update</i></p> <p>It was noted that England Squash is working in more effectively in terms of the wide range of communication channels that are used. This will include sharing photos on social media that show the day-to-day activities of England Squash. There was consensus that the England women taking over the Instagram account at the Women’s World Team Championships in China had been a great success.</p> <p>It was agreed that England Squash would promote the successful Mission 2022 candidates.</p> <p>There is a public group on Facebook called Squash Stories, which has around 9,000 members, and it was agreed that it would be useful to consider whether England Squash can contribute to this community, or at least it could be a valuable source of information and opinion.</p> <p><i>Response to CAN Letter</i></p> <p>It was agreed that the volume and length of e-mails that are sent by CAN to England Squash staff and Board members is too high given the England Squash resource. It was also noted that the tone is often unprofessional.</p> <p>It was agreed that communications with Board members directly are generally inappropriate. Communications work better through the working groups, with certain items escalated from there, when appropriate.</p> <p>With reference to questions raised by CAN:</p> <ul style="list-style-type: none"> ➤ Independence of the Board – The Chair re-iterated the independence of the Board. An ‘independent directors only’ session at the start of each meeting has been introduced. ➤ ‘Split Silver’ events – The Board noted that it was important to have appropriate consultation before changes were made. The process had entailed discussion within the England Squash Performance team and then the ‘junior focus group’, followed by a small trial (at one age-group and at one event). At the event, an England Squash staff member had allocated times available to speak with parents and players about the trial and following the event, a survey was conducted for participants. ➤ Club Locker – The executive reports to Board on the process of integration with Club Locker, within the context of an overall digital platform, which forms a fundamental part of the England Squash strategy. The Board noted the hard work and expertise of a working group, which includes three Board members and CEO with a breadth and depth of appropriate skills and experience. ➤ CEO on Nominations Committee – The CEO is a member of the Nominations Panel, along with the Chair, Senior Independent Director and one other Board member. However, the CEO is not a voting member. This approach is not uncommon and is used by other 	<p>MW/Chris Peach</p> <p>Donna Helmer</p>
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organisations. England Squash has spoken with Sport England who confirmed that this is not an issue.

- Use of England Squash App – it was highlighted that Sport England will only recognise data that is reported via the app for the approved programmes supported by the core funding.
- Club Membership pack - This issue has been discussed with AB & MC, in a meeting with Eamonn O'Rourke, Louise Perry and Linda Taylor. England Squash consulted and sought approval from the Marketing & Communications CAN consultant before the pack was released.
- Intercounty review - The ICC review group consisted of England Squash staff and a Board member, the Masters' Chair, a Council member and other prominent ICC participants. The Board noted that a review was undertaken, a proposal developed, in consultation with the group, before it was approved.
- Production of World Class Players by 2020 & implications of funding - The strategy document 'Performance: A New Era' clearly sets out the England Squash strategy (available on the website). The Performance team are acutely aware of players who have the potential to progress to 'world class' over the coming years. Finally, England Squash has regular dialogue with Sport England with regards current and future funding levels and the specific challenges ahead. The Board discussed and reaffirmed the strategy.

What England Squash Does

KW showed a work-in-progress document on the screen. It was agreed that the document is fit for purpose and that the executive will finalise the document over the coming weeks. It was noted that the document should be updated annually. KW will discuss distribution with the Chair.

KW

Council Meeting Format

Taking into account conversations at the recent meeting between representatives of CAN and the England Squash board, the following was agreed:

- Much shorter agendas, focusing upon strategic issues, allowing for more discussion time and participation
- Avoid too many presentations
- Encourage County Associations on occasions to present and share good practice
- Meetings of up to 3 hours where appropriate

4.	<p>Digital Engagement Platform Update</p> <p>Steering Group member WN provided an interim update, highlighting that the next Board meeting in December is earmarked for when the Steering Group will share a vision, aims, strategy, a detailed roadmap for discussion and outline resources required for project delivery.</p> <p>It was said that balancing resources available with what we want to deliver is fundamental, and that this also has to be offset against a need for speed. Funding is also a crucial consideration because ringfenced Sport England money cannot be used for this area of work.</p> <p>It was agreed that the executive would provide an update for Board after the next Steering Group meeting.</p>	Paul Makinen
5.	<p>Finance</p> <p>The Financial Sustainability documents were noted and approved by the Board. If there is any further feedback, this should be sent to LP. It was noted that Sport England has already approved the document as satisfying one of their funding conditions.</p>	Board
6.	<p>England Squash Magazine</p> <p>The Board approved the recommendation of the Magazine Working Group that a new digital magazine, proposed by the Professional Squash Association (PSA) and fully branded as England Squash, be pursued.</p> <p>The next steps are to:</p> <ol style="list-style-type: none"> 1. Inform the current publishers of the decision to cease the present arrangement 2. Begin work with the PSA with a view to providing the revised magazine to members from early 2019 <p>There was also consensus that:</p> <ul style="list-style-type: none"> • One hard copy of the new magazine will be provided to clubs • There is a need to confirm the actual costs including postage 	Paul Barrett Paul Barrett Paul Barrett Paul Barrett
7.	<p>A Strategy for Innovation in Squash</p> <p>MW gave a brief summary of his paper, which outlines five key innovations and opportunities for squash, highlighting the fact that these five are only examples and that there are others that can be brought to the table.</p> <p>It was agreed that England Squash should play a role in pursuing some of these ideas and that it would be an appropriate subject for discussion at the next Council meeting.</p>	MW

9. **Any Other Business**

Other papers circulated for information and which were noted or approved were as follows:

- Anti-Bullying Policy
- Club Support Days
- Code of Conduct and Complaints Procedure
- Membership Update
- Safeguarding Adults Policy and Procedures
- Tactics Tracker
- Talent & High-Performance Update
- The Squash Landscape Whitepaper

There was agreement that National Coach David Campion should be invited to the next Board meeting to share his perspective.

KW

There was a request from LP for Board members to send Declaration of Interest forms that were circulated back to her.

Board

The term of President is up for re-election at the next Council meeting. Council members are to be contacted to request nominations.

LP

A number of County Associations, in communication with KB, had asked her to pass on their thanks to the England Squash Board and staff for their support.

Signed....  (Chair)

Date.....02/10/2018.....