

*Dear County Chair,*

*Myself, and some of my non- executive Board colleagues, (Nick Donald and Eamonn O'Rourke) met recently with Alan Bachelor, Mike Clemson and Richard Antcliff. The meeting was held to review the relationship between CAN and England Squash ('ES') following CAN's formation last summer.*

*Since its formation there has been interaction between CAN representatives, ES executives and ES Board members. On a day-to-day level the interaction with CAN consultants across many areas is working very well. It is however worth taking stock of areas where CAN and/or ES can work more effectively within the context of a National Governing Body which is accountable to all stakeholders, including Sport England, and within the context of our Governance structure whereby all the County Associations are represented on Council.*

*We agreed that ES should do more in communicating its strategy, which is set by the Board and implemented by the executive drawing on the support of the stakeholders. We will do this by ensuring that public materials are updated, and simplified where appropriate, and by including it as a main agenda item at the next Council as well as commenting on key performance indicators and trends, being one measure of progress. ES aims to communicate more frequently and directly with the County Associations in addition to using Working Parties, National and Regional Forums and Council.*

*We talked about communication between CAN and ES and it was accepted that the challenge facing CAN is to speak with one voice. Where ES is engaging with CAN consultants it is on the basis that those consultants are representing CAN and are able to contribute as such when working parties are making decisions.*

*ES is bound by a duty of care to its employees and stakeholders: its executives and Board are accountable. As such, careful consideration is given to the tone of both our internal and external communication. We asked CAN to reflect on some instances of its own communication with ES and whether as part of a broader review of its constitution, for example reviewing its diversity, it should also consider a code of conduct.*

*We discussed the format for future Council meetings and agree with the CAN suggestion that there should be fewer agenda items and less presentations; the objective being to encourage wide ranging debate and idea generation. It may also be appropriate to encourage presentations from members of the Council.*

*In concluding, I want to thank CAN for its input over the past 12 months. The Board is cognisant of the detailed issues raised by CAN and, given its make-up and experience, I can also assure you that the Board is fiercely independent in its challenge of the Executive. We very much appreciate the support of the County Associations and other stakeholders to deliver our strategy. Together we really are stronger and can make a difference.*

*I wish you all well for your conference on 8 September.*

*With kind regards,*

*Joy*

Professor Joy Carter CBE DL Cgeol FGS