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2017/18

# ANNUAL REPORT

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## **CHAIR'S FOREWORD**

The organisation has made good progress this year, continuing to adjust to the changing landscape for national governing bodies of sport in England. A major milestone for the organisation was meeting the requirements of the new Code for Sport Governance, a real accomplishment and one that received overwhelming support and approval from the England Squash Council last November. Looking ahead, we will do more to enhance governance and the England Squash President, Paul Millman, has agreed to lead a working party to review the 'squash system' and culture, to drive the highest standards of governance and decision making across the organisation.

The Board has continued to both support and challenge the executive team, in equal measure, to deliver our strategy, which is about to enter its second year. In addition to governance, our focus has been on creating a better delivery model for England Squash programmes across participation, the squash workforce and competitions, and delivering an enhanced member benefits package. I am proud that the staff have continued to deliver positive results across all areas of the business.

Within the organisation itself, a further reduction in staff (now 15 full-time members), has placed additional stress on the remaining team and I remain grateful to the executive and staff for their commitment and professionalism under continually difficult circumstances. To be successful, we need to ensure that all stakeholders within the squash community work together for the benefit of the sport. Progress has been made in this vein and enhancing relationships with County Associations will remain a priority.

Whilst change is ever-present, whether forced or by choice, I am optimistic that there will be a period of stability to allow us the opportunity to focus exclusively on the work that is necessary to develop the game across the country. I remain confident that with Sport England's backing and the support of key stakeholders, including county associations, clubs, coaches and volunteers, that England Squash will fulfil its strategic aspirations. As I highlighted last year, the Board remains confident that we have the best possible team to deliver on the strategy and to impact positively on the sport. The forthcoming year should be one of further progress.

Finally, I would like to add my sincere thanks to Paul Millman (England Squash President), Nick Donald (Senior Independent Director) and the Board for their expertise and continued hard work.

**Joy Carter**  
Chair



## **CEO INTRODUCTION**

It has been a year in which England Squash has continued to develop and make progress despite the continued challenges affecting the sporting landscape. In response to the direction set by Government and Sport England, our strategy for the current funding cycle (2017-21) launched and I am pleased with the progress that the team have made towards achieving the key performance indicators that will lay the foundations for success over the next 3 years.

There are obstacles for the organisation and sport to overcome, including pressures on staff capacity, the threat of facility closures, ensuring the game remains relevant in a changing world and the self-imposed difficulties associated with delivering the breadth and depth of our strategy. The opportunity however, to create a network of partners who share our aspirations is exciting and will drive us forward. We are committed to developing both the organisation and the game by supporting partners, stakeholders and the countless individuals within the squash community who make the sport so unique. Aligning and working together with a united approach, must be central to all that we do.

Other priorities over the coming year include the launch of the England Squash App that will transform the way that we engage with leaders and coaches and significantly improve our ability to measure the success of programmes. In addition, we will engage more effectively with the delivery network to champion our programmes, launch the new Coaches Club, drive forwards with technology plans and expand & develop the wider squash workforce. Furthermore, we will also launch a new programme for referee development, update our coaching resources and continue the evolution of campaigns to promote our core programmes 'Squash Girls Can', 'Squash 101', 'Junior 101' and Squash 57.

As ever, I am grateful for the continued effort and dedication of our team and the huge number of individuals driving the sport forward within county associations and clubs across the country. There is much to look forward to over the coming period and I hope you find this summary of our activity both insightful and encouraging.

**Keir Worth**  
CEO

# 1. INCREASING PARTICIPATION IN OUR SPORT



## **INCREASING PARTICIPATION**

The Partnerships and Programmes Team continue to support partners to deliver programmes and campaigns including Squash 101, Squash Girls Can and most recently, Junior 101. There has been a significant effort to improve connectivity with key stakeholders in the game through a variety of new communication processes and engagement opportunities e.g. county engagement days. We have more initiatives planned such as Club Development Days and a new newsletter for clubs, 'Club Connect'.

### **1.1 Club Support**

The Club toolkit has been refreshed, updated and promoted. Resources include, support materials (e.g. campaign resources), videos (e.g. club case studies, social media advice) and images to help clubs deliver England Squash programmes. We have made progress with our safeguarding policy and procedures and will continue to encourage clubs to seek further support from Club Matters, the Child Protection in Sport Unit (part of the NSPCC) and Clubmark.

Several clubs expressed interest in holding a club support day with England Squash and Pontefract Squash Club's CEO Mick Todd. The visits will take place over the summer and will provide an opportunity to develop a better understanding of the challenges faced by clubs whilst also providing them with the unique insights from one of the country's most experienced club owners.

### **1.2 Universities**

Within higher education, 14 'Squash 101' training days were delivered, with 106 leaders trained. England Squash remains engaged with higher education, both through relationships with individual universities and through BUCS (British University & Colleges Sport). We are working hard with these partners to improve our shared understanding of how students can be engaged in squash, whether playing, officiating, or volunteering.

### **1.3 Participation Programmes**

A new Squash Girls Can marketing campaign has been launched to inspire more women and girls to play the game. Female players were invited to become one of the 'faces' of Squash Girls Can. From the applications, 10 individuals were selected for a filming day and their stories have been shared across social media to raise the profile of squash amongst women and girls. Squash Girls Can sessions can now be added to the session map on the England Squash website, venues are joining the campaign and England Squash is working with them to offer further support and ideas.

### **1.4 Public Facilities**

England Squash has maintained partnerships with major operators that collectively manage over 150 sites. The partnerships are built on understanding the different needs of each operator and seeking to find a way to improve their understanding and use of squash, principally through the England Squash programmes (Squash 101, Squash Girls Can), and data driven campaigns targeting specific member groups. Campaigns have been developed with leisure operators and have proven useful for gathering insight, testing new ideas and developing new resources.

### **1.5 Workforce**

A new Level 1 Participation Award was launched in January with c.150 new coaches undertaking the qualification. The Squash 101 Leaders Award has continued to evolve based on feedback and examples of good practice. We have added two new courses to compliment the Squash 101 Leaders Award: a Young Leaders Award for people aged 14 to 18 who wish to support club coaches and a Schools Leaders Award for teachers and people who have a level 2 coaching qualification in squash or another sport. Looking ahead, the Level 2 Club Coach Award is scheduled to be updated as part of the continued need to enhance our coach education resources.

A key focus is to provide a stronger, better resourced development pathway for referees. 'Mission 2022', an initiative to drive the development of referees, will be launched over the coming months to support this aspiration. The project will identify approximately 50 new and existing referees and will aim to develop their skills and experience in time for the 2022 Commonwealth Games. Our Mission 2022 candidates will be positioned at the forefront of refereeing across the sport, some will be supported to become among the best in the world. Several current and highly experienced referees will support the cohort through mentoring, peer and formal assessments, and training days.

The Polar workforce awards were delivered in Spring 2018 with 4 award categories that recognised the contribution of the workforce across all aspects of the game. Our continued partnership with Polar in this area has been very valuable in helping to draw more attention to the importance and impact of the squash workforce.

### **1.6 Regional & National Forums**

Some forums are working very well and are having a positive impact regionally, within coach development, the promotion of England Squash programmes and across the talent pathway. We remain committed to supporting county associations through the forums, helping wherever we can to meet local needs and improve impact across the national network. In addition to the forums, work with county associations continues through a range of new and evolving communication channels e.g. county engagement days that were held during the European Championships and the National Championships.

### **1.7 Junior Participation**

Junior 101 was launched during the summer of 2017 – an interactive and easy to use coaching tool that encourages junior participation from age 5 upwards. England Squash have also remodelled the player pathway, improving the clarity and suitability of activity at each level e.g. through a better-defined competition programme.

### **1.8 Facilities**

Sport England has changed its funding model in relation to capital grants and is not awarding 'facilities funding' to NGBs during the current cycle. A facilities report was completed in 2016 that provided important insights that improved our understanding of the challenges facing facilities and possible areas for England Squash to focus attention moving forward. The threat of facility closures will remain over the coming cycle and England Squash will continue to work hard with all relevant stakeholders to prevent closures. England Squash has devised a process to provide key information to support facilities where court closures are a threat.

## 2. DEVELOPING TALENT & IMPROVING PERFORMANCE



## **DEVELOPING TALENT & IMPROVING PERFORMANCE**

Despite a reduction in high performance funding and the consequent changes to the elite programme, England's international success has continued. Over the coming period, the challenge for the Performance team remains the development of the next tranche of world class players, who can compete with and beat the very best players in the world.

### **2.1 Team England**

Key highlights from the past year include:

- Silver in the men's World Team Championships
- Laura Massaro defeated World No.1 Nour El Sherbini to win the World Series Finals
- James Willstrop reached the final of the World Series Finals, losing to the World No.1
- Nick Matthew made history by winning his 10th National title
- The England women's team retained the European Team Championships, whilst the men won silver,
- James Willstrop beat the World No.1 to become European Champion

An intensive period of preparation for the Commonwealth Games has dominated the latter part of the year and the team travel to Australia with high ambitions.

### **2.2 World Rankings**

England currently have 5 women ranked in the top 18 (March 2018 Ranking list):

Laura Massaro	<b>#4</b>
Sarah Jane Perry	<b>#8</b>
Alison Waters	<b>#10</b>
Vicky Lust	<b>#15</b>
Emily Whitlock	<b>#17</b>

England currently have 3 men ranked inside the top 18 (March 2018 Ranking list):

Nick Matthew	<b>#8</b>
James Willstrop	<b>#15</b>
Daryl Selby	<b>#17</b>

### **2.3 England Academy**

The Academy has been decentralised in response to a reduction in funding. We have reverted to a national training camp delivery model, supported by a network of coaching hubs around the country. Senior England players have been 'dropping in' on an ad-hoc basis between tournaments to enhance the training environments. The Academy players benefit from fitness testing, bespoke training programmes and remote monitoring between camps in addition to face-to-face contact and mini-squads in their home environments. An expansion and/or further development of hubs around the country is planned to be the next phase of development.

Recent Achievements From England Academy Players:

- Declan James 'graduated' from the Academy to the senior programme and made his international debut at the European Men's Team Championships. He reached a career high of #26 in the March 2018 rankings
- George Parker reached a career high of #55 in March 2018

- Richie Fallows beat World No.35 Abdulla Tamini and reached his highest ever ranking of #50
- Millie Tomlinson won a Silver medal at the European Championships

## **2.4 England Development & England Potential Programmes**

The focus of both programmes has been on providing consistent feedback that players can focus upon within their home environment. Each squad has focused on technical aspects, in addition to the development of a consistent work ethic and psychological resilience. Educational workshops have covered nutritional advice, psychological skills and a range of lifestyle support. Senior players, including Laura Massaro and Nick Matthew, have been actively involved at squads, working with and talking to young players.

Further down the talent pathway, the Aspire programme continues to feed the England Potential programme, so much so, that a new two-squad model at 'Potential' level is being developed for next season. Certainly, there is reason to be optimistic about the long-term future of England at international level.

## **2.5 Junior Performance**

England won bronze at the Women's World Junior Championships, matching the Men's World Junior Team result from last year. England retained the U19, U17 & U15 European Team Championships as well as the Five Nations event. We had two winners at the 2018 British Junior Open, Sam Todd (BU15) and Jonah Bryant (BU13). English success also included 3 semi-finalists and 8 quarter-finalists, making this event our best for many years.

Lucy Turmel won gold at the U19 European Junior Championships, and secured PSA title wins at Ciutat de Barcelona Open, North of Scotland Open, British U23's and English Closed. With others also making great progress, we are developing a strong cohort, including: Nick Wall, Tom Walsh, Elise Lazarus, and Jasmine Hutton who have all progressed to the England Academy.

## **2.6 Coach Education & Development**

We continue to develop and connect with a wide network of coaches across the country. A priority for next year is the creation of the 'Coaches Club' - a web-based resource providing coaches with a means of reflecting, learning and developing their skills. Considerable video content has been produced specifically for the Coaches Club including a 'common faults' series and 'conditioned games' series. Additionally, Paul Carter and David Campion have produced several 'masterclass' videos.

During the year, we delivered the following courses:

- **5** x Young Leaders (**52** candidates)
- **9** x Squash 101 Leaders (**58** candidates)
- **33** x Participation Award (L1) (**382** candidates)
- **8** x Club Coach (L2) (**82** candidates)
- **1** x Talent Development (L3) (**14** candidates)
- **1** x High Performance (L4) (**15** candidates)



3.  
MARKETING  
&  
PROMOTING  
WHAT WE DO

## **MARKETING & PROMOTING WHAT WE DO**

### **3.1 Technology**

We have continued to invest in our digital capabilities to transform the way the organisation, and sport, is run. Having realised the first phase of this through the launch of our new website in 2016, our focus shifted to laying the platform for a wider digital engagement strategy, giving partners and stakeholders the tools required to enable them to move the sport into a new era. Key achievements include the launch of a new, integrated junior rankings system with results published directly to [englandsquash.com](http://englandsquash.com); various optimisations to the back-end databases and architecture; a new feature to enable online CPD courses and the management of our first tournaments using 'Club Locker', as a result of our strategic partnership with US Squash.

Significant effort was also dedicated to ensuring that the organisation's governance procedures were fit for purpose with significant new data protection legislation due to come into force (May 2018) in the form of GDPR. In addition to a full review of processes and procedures relating to data protection and sharing, new or updated terms and policies have been rolled out across several areas, including new privacy and cookies policies, and terms and conditions of membership and affiliation.

The next year will see a focus on further integrating with third party systems and streamlining enhancing processes and procedures, particularly in membership and affiliation, to ensure that clubs and county associations have access to the tools they need to manage these processes as efficiently as possible. Members and clubs can also expect access to new tools and benefits to manage their activities.

### **3.2 Membership & Affiliation**

Working closely with the squash playing community, clubs and counties, we have been redeveloping our membership and affiliation offer to provide better value as well as a sustainable future for the governing body and our partners. Underpinning this work is an overall drive to increase the number of club members as well as the level of engagement with this group.

The project is delivering tangible, positive change to the membership and affiliation platform, including;

- meaningful benefits for members and clubs
- significant improvements to [englandsquash.com](http://englandsquash.com) for club and county
- development of new policies and processes
- updating our communication plans
- An increase in the membership price, in line with other governing bodies, allowing us to provide more funding to our County Association partners.

We continue to make developments in this area and regard it as a cornerstone of the organisation. We are committed to the ongoing resource required to build a robust platform for membership and affiliation throughout the sport.

### **3.3 Commercial Development**

During the year, England Squash appointed Paul Walters to the position of Commercial Manager, which is a new role for England Squash. Good progress has been made, including:

- The launch of an Approved Contractor Scheme, which has attracted 7 partners thus far
- A 4-year partnership with Dunlop has been agreed to sponsor the England Squash Junior Circuit
- We are making progress in regards a new Official Clothing partner and hope to make an announcement in the coming months
- Sponsorship was secured for 2017 British Open and the 2018 British National Squash Championships
- The England Squash website has been updated to include logos and website links of England Squash partners and contractors
- A 'How to Attract Sponsors' video was produced as part of the club toolkit to help increase revenue opportunities at grassroots level

### **3.4 PR & Communications**

Ongoing efforts to improve the way we communicate have continued and have resulted in positive feedback from members, clubs, county associations and other partners. England Squash continues to operate across several channels, with social media engagement via Twitter and Instagram a focus. A relaunch of our digital Club Toolkit, based on feedback from the community, has proved popular, so too have successful campaigns including Squash Girls Can. The launch of a significant bank of video content, accessible via the website, has been a key component of our strategy to engage new and existing audiences. Feature length documentaries on Nick Matthew, Laura Massaro and the 'Golden Generation', ~~Coaching~~ masterclasses and instructional content have enabled us to showcase the work we do in a new way both at home and overseas. Coverage of major adult and junior events has also taken a huge step forward, and the World Championships in Manchester in December 2017 provided an invaluable platform to showcase the sport to a wider audience.

# 4. COMPETITIONS & EVENTS



## **COMPETITIONS – THE HEART OF THE SPORT**

It has been another busy year, with a multitude of competitions and major events delivered, including junior sanctioned events, the National Championships, British Open and the World Championships. Key activity has included the following:

### **4.1 Junior Focus Group**

The formation of the Junior Focus Group has given us a valuable platform to channel feedback from the junior circuit. Respected figures have been asked to join the group from a cross section of the community, including coaches, parents and former players. This has provided an opportunity to listen to a wide range of views and has proved a useful sounding board for suggestions and ideas.

### **4.2 Competition Calendar**

The calendar continues to be very busy. A review of last season has allowed for tweaks and improvements to be made, such as improved use of school holidays to reduce the need for parents and players to miss school or work to participate. A further review with the Junior Focus Group and surveys following trials will take place to look at our tournament formats to see where further improvements or adjustments can be made.

### **4.3 Sanctioned Events Application Windows**

Following feedback, we have created another opportunity to review the allocation of events involving consultation with a representative from each region. This has enabled us to review the applications at both a local and national level to help spot gaps in the calendar, or geographically, where there is capacity to add further events.

### **4.4 Levels of Competition**

Following previous work to better define each level of the event structure, we have carried out a review of each level. A gap was identified in relation to the allocation of 1-day bronze events, with the purpose of the new Copper events being 'lost in translation'. The 1-day bronze events have been requested from the relevant tier of player so have been included in the calendar. A further change has been the opportunity for County Closed events to receive Copper level points and Regional Closed events Bronze level points.

### **4.5 Inter-County Championship**

We have been through an extensive review process for the inter-county championships in partnership with a new review group, set up to take into consideration a range of views from across the game. The group made several recommendations that have been implemented for the 2018/19 season, including:

- Centralisation of venues
- Events run by contracted organisers
- All finals held together in a central venue
- Junior stage 1 to be conducted over 1 day to reduce congestion in the calendar
- Removal of stage 2 and straight to a finals weekend to reduce congestion on the calendar
- Fewer dates to make it easier for teams to organise players and events more sustainable to run

#### **4.6 Allocation of Major events**

The allocation of major events for the coming season is as follows:

- English Junior Championships, Hull
- British Junior Championships, Nottingham
- British National Championships, Nottingham
- British Junior Open, Birmingham
- British Open, Hull

# 5. FINANCIAL REVIEW

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Departmental Income & Expenditure £'000		
1. Membership	2017/18	2016/17
INCOME		
Membership fees	390	281
<b>Total income</b>	<b>390</b>	<b>281</b>
EXPENDITURE		
County Rebates	46	41
Membership Services	110	23
Staff	32	30
<b>Total Expenditure</b>	<b>188</b>	<b>94</b>

2. Competitions and events	2017/18	2016/17
INCOME		
British Open	0	362
Entry fees	284	204
Other	0	0
<b>Total Income</b>	<b>284</b>	<b>566</b>
EXPENDITURE		
British Open Costs	0	382
Event Costs	276	193
Other (Rankings, Referees etc)	0	0
Staff	86	117
<b>Total Expenditure</b>	<b>362</b>	<b>692</b>

3. Participation	2017/18	2016/17
INCOME		
Miscellaneous Grants	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>
EXPENDITURE		
Development Budgets (Schools, Youth, Leisure Centres etc)	117	311
Regional Offices	0	1
Staff	190	280
<b>Total Expenditure</b>	<b>307</b>	<b>592</b>

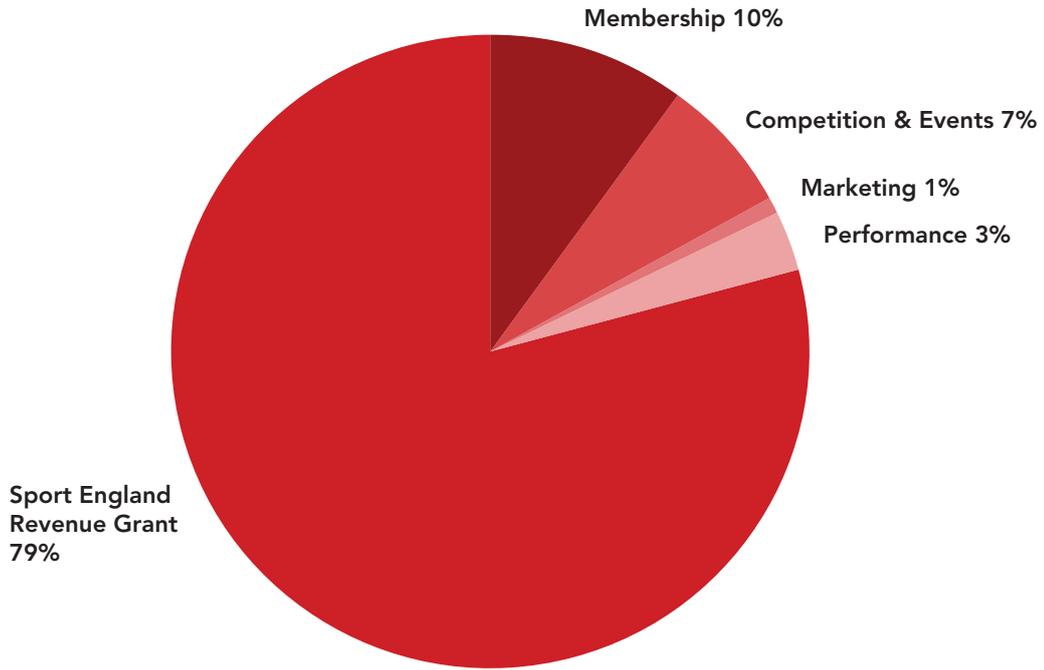
Departmental Income & Expenditure £'000		
4. Marketing & Commercial	2017/18	2016/17
INCOME		
Commercial & Marketing	16	4
<b>Total income</b>	<b>16</b>	<b>4</b>
EXPENDITURE		
Branding Materials/Collateral	22	49
Strategy Development	0	9
Other	0	3
PR Costs	7	53
Staff	211	183
Insight	0	35
Website/CRM Development	119	244
<b>Total Expenditure</b>	<b>359</b>	<b>576</b>

5. Support Services	2017/18	2016/17
INCOME		
Approval Fees	0	0
Interest	1	1
<b>Total income</b>	<b>1</b>	<b>1</b>
EXPENDITURE		
Depreciation	19	15
Insurance	25	26
Irrecoverable VAT	139	161
Office Costs	32	68
Strategy Development	9	16
IT maintenance & infrastructure	27	81
Other	44	50
Printing	109	-70
Professional Fees	131	74
Rent	12	19
Staff	208	222
<b>Total Expenditure</b>	<b>755</b>	<b>662</b>

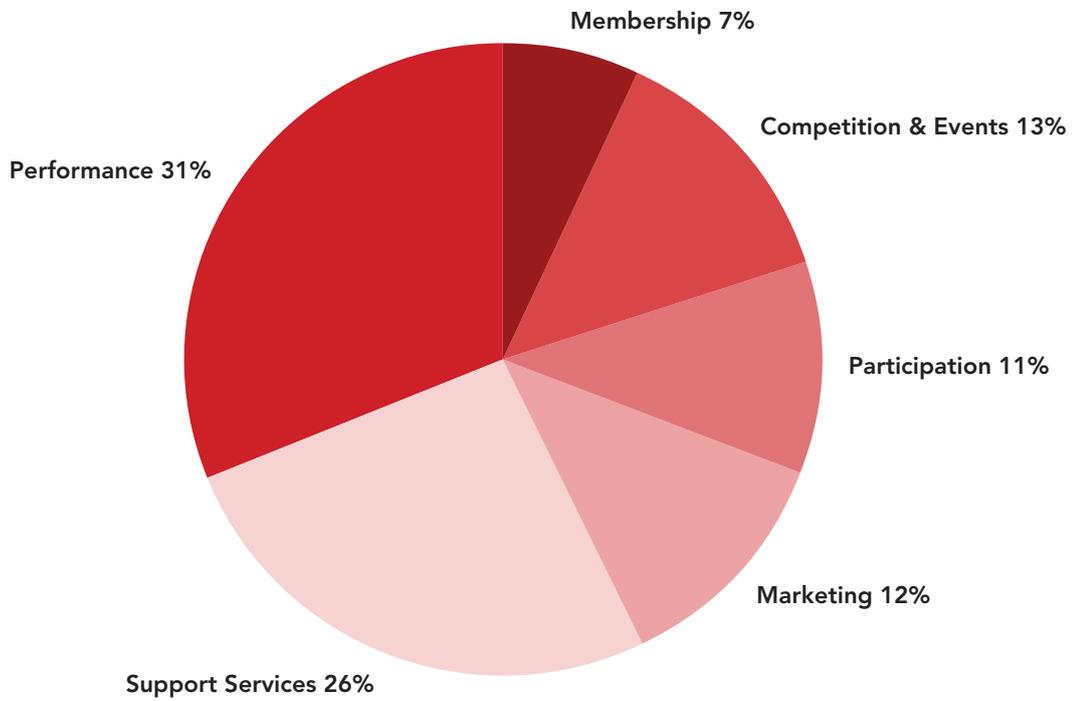
Departmental Income & Expenditure £'000		
6. Performance	2017/18	2016/17
INCOME		
EDP	18	15
Coach Insurance	0	8
Coaching Courses	99	71
Coaching Conferences & Workshops	0	1
Grant Funding	0	0
Talent Pathway	0	5
Regional Academy Charges	0	0
<b>Total income</b>	<b>117</b>	<b>100</b>
EXPENDITURE		
Competition Programme Support	38	0
Personal Awards	127	205
Regional Academy Programme	0	51
Training & Preparation (Squads, Coaching)	312	295
Technology and Equipment	12	108
Coaching Conferences & Workshops	0	8
Coach & Tutor Development	21	16
Science & Medicine Support	75	257
Other	34	39
Staff	271	320
<b>Total Expenditure</b>	<b>890</b>	<b>1,299</b>

7. Sport England & Other Grant Income	2017/18	2016/17
INCOME		
Other Grant Income	10	0
Revenue Grant	2,097	3,049
<b>Total income</b>	<b>2,107</b>	<b>3,049</b>
EXPENDITURE		
Capital Investment	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>

INCOME – 2017/18



EXPENDITURE – 2017/18





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