
ANNUAL REPORT



2018 -19

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PSA
WORLD TOUR

**INCREASING
PARTICIPATION
IN OUR SPORT**

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CHAIR'S FOREWORD



The ongoing endeavour, creativity and teamwork that has achieved so much for squash in England will see our sport go from strength to strength.



I am delighted to open my foreword with news that we continue to deliver against our strategy; achieving significant growth in player and coach memberships, a doubling of affiliated clubs and outstripping the target that means the most to the future of our sport - junior participation. These outstanding results have been achieved through the commitment of our staff and volunteers, supported by the board and executive team: and against a backdrop of the ongoing funding challenge, diminished resources and multiple sports and leisure activities competing for the attention of our potential audience.

I would also like to acknowledge the success of our elite players at all age groups plus the support team whose collective success during the period includes a fantastic four Commonwealth medals. A special mention of thanks to Laura Massaro and Jenny Duncalf, brilliant ambassadors for the game and true role models, who retired from playing this summer. I am sure their achievements and conduct will serve as an inspiration for the next generation of women players.

Board members continue to actively support the sport across all areas of the organisation including; the working groups across Membership, Coach Development, Digital Enablement, Governance and Safeguarding. Mark Jeffreys, from Birmingham City University, replaced Gordon Lord. Mark has a depth of experience in higher education, sports development, coach development, talent and high performance and is a very welcome addition to the board. On behalf of the board, my thanks to Gordon for his support and insights during his time with us.

Key undertakings I referred to in the previous Annual Report included the need to embrace innovation, create a better delivery model for England Squash Programmes and enhance the member benefits

package. As you will see from Keir's introduction, we have made significant headway in all these areas, perhaps most notably the launch of the England Squash app that has already begun to transform and deepen our engagement with coaches and players alike. It is through the initiatives like this that we are enhancing the health of squash in England.

However, I must include a cautionary note. Despite the progress made to date we cannot afford to do anything other than continue to strive towards yet more innovation, deeper levels of engagement with our participants and further success at the elite level. Remaining relevant and appealing to players, irrespective of ability, coaches and fans alike is critical and our primary driver.

Nonetheless, I am confident, as we move towards the next Sport England funding phase and our strategy development for 2021 and beyond, that the ongoing endeavour, creativity and teamwork that has achieved so much for squash in England will see our sport go from strength to strength; offering a vibrant, healthy and hugely enjoyable pastime for thousands whilst our next 'golden generation' build towards international success.

Finally, I would like to add my sincere thanks to Keir Worth, our CEO, and all the England Squash staff, Paul Millman, our President, and the board for their expertise and continued hard work.

Joy Carter
CHAIR

FULL ADHERENCE TO THE UK SPORTS GOVERNANCE CODE DOUBLED THE NUMBER OF AFFILIATED CLUBS TO MORE THAN 600 25% INCREASE IN COACH MEMBERSHIP 25% INCREASE IN INDIVIDUAL MEMBERSHIP 12,000 NEW WEBSITE SIGN-UPS INCREASED COMMERCIAL REVENUE BY ALMOST £100,000 AHEAD OF SCHEDULE TO SURPASS OUR 4-YEAR TARGET FOR JUNIOR PARTICIPATION MORE THAN 50 NEW REFEREES ENGAGED 4 MEDALS AT THE COMMONWEALTH GAMES SILVER IN THE WORLD BOYS' TEAM CHAMPIONSHIP & BRONZE IN THE WORLD GIRLS' INDIVIDUAL

CHIEF EXECUTIVE'S INTRODUCTION



The England Squash app has transformed the way that we engage with coaches and significantly improves our ability to measure the success of our participation programmes.

It has been a good year in which England Squash has progressed well against the ambitious strategy that runs until March 2021. I am pleased to report our success against the key performance indicators that will lay the foundations for greater achievement over the coming period.

The highlights of our progress since April 2017 include:

- Full adherence to the Sports Governance Code
- Doubling the number of affiliated clubs (to more than 600)
- A 25% increase in coach membership
- A 25% increase in individual membership
- Attracting 12,000 new website sign-ups
- Increasing commercial revenue by almost £100,000 pa.
- Being ahead of schedule to surpass our 4-year target for junior participation
- Increasing the number of referees – more than 50 new referees are engaged across the pathway
- Winning 4 medals at the Commonwealth Games
- Winning silver in the World Junior Boys' Team Championship & bronze in the girls' individual event

The opportunity to continue establishing relationships and working within a network of partners who share our ambition is exciting and drives us forward. It has been great to see various project groups thrive, with multiple stakeholder representation (including Board, County Associations, Clubs, Masters, Referees, Coaches, Tournament Organisers, Higher Education), giving England Squash the expertise and connectivity required to improve core areas of the business and create stronger squash communities. We remain committed to developing both the organisation and

the game by supporting our partners and the countless individuals within the squash community who make the sport so unique.

Over the past year, we have launched the England Squash app that has transformed the way that we engage with coaches and significantly improves our ability to measure the success of our participation programmes. In addition, we launched the new Coaches Club and made good strides in developing technology plans and expanding and developing the wider squash workforce. Furthermore, we also launched a new programme for referee development ('Mission 2022'), updated the coaching resources and continued the evolution of campaigns to promote our core programmes 'Squash Girls Can', 'Squash 101', 'Junior 101' and 'Squash 57'.

Over the coming year, we will continue to focus upon delivering our strategy and hitting key performance indicators, but we will also begin to review the current strategy and engage with the squash community as we look towards developing a new plan to take the sport forwards after 2021. As ever, I am grateful for the continued effort and dedication of my team and the huge number of individuals driving the sport forward across the country. There is much to look forward to over the coming period and I hope you find this summary of our activity insightful and encouraging.

Keir Worth
CEO

**INCREASING
PARTICIPATION
IN OUR SPORT**



INCREASING PARTICIPATION IN OUR SPORT

The Partnerships and Programmes Team is now part of a broader National game directorate. Programmes and campaigns including Squash 101, Squash Girls Can, Junior 101 and Squash 57 have been updated and are now fully supported and monitored through the England Squash app. Connectivity with key stakeholders in the game has been improved through tailored updates to clubs, coaches and county associations and through the Club Connect Facebook group. Engagement has been further improved through club visits and county engagement days.

INCREASING PARTICIPATION IN OUR SPORT

England Squash has maintained partnerships with major operators that collectively manage over 150 sites. Pilot projects have also been delivered across three David Lloyd sites with the plans being to increase participation across their portfolio of facilities.

CLUB SUPPORT

The Club toolkit has been updated with additional resources added to help clubs deliver England Squash programmes and receive support from other organisations such as 'Club Matters' and the CPSU. We are also about to start our second year of delivering club support days with Pontefract Squash Club's CEO Mick Todd, touring the country to provide individualised support to clubs that sign up. The 40 visits take place each summer and provide an opportunity to develop a better understanding of the challenges faced by clubs whilst also providing them with unique insights from one of the country's most experienced club owners.

PARTICIPATION PROGRAMMES

Squash 101 content has been updated and a new set of activity cards has been created for Junior 101. Squash Girls Can sessions continue to be added to the session finder map and the resources in the toolkit have been updated. Participation figures are recorded by session deliverers using the England Squash app. Various campaigns and promotions have been delivered to encourage clubs, coaches and counties to help record participation including: Squash 101 Champions programme, club bursaries and a rewards programme for high-performing deliverers.

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. Pilot projects have been delivered across three David Lloyd sites with the plans being to increase participation across their portfolio of facilities.

INCREASING PARTICIPATION IN OUR SPORT

Over 50 new and existing referees have been supported through the programme and some remain on course to contribute at the 2022 Commonwealth Games.

Junior 101 has been very successful, with the 4-year target for participant numbers already achieved.

WORKFORCE

The Squash 101 Leaders Award has continued to evolve based on feedback and examples of good practice. The Level 2 content has been updated and new leaders courses for teachers and young people have been made available. Meanwhile, Mission 2022, an initiative to drive the development of referees, has played a significant role in recruiting, supporting and developing referees. Over 50 new and existing referees have been supported through the programme and some remain on course to contribute at the 2022 Commonwealth Games.

REGIONAL & NATIONAL FORUMS

6 of the original 8 forums are working well and are having a positive impact regionally, within coach development, the promotion of England Squash programmes and across the talent pathway. Forums have been less successful in some geographically challenging areas and England Squash have reverted to supporting counties on a case by case basis. 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.

JUNIOR PARTICIPATION

Junior 101 has been very successful, with the 4-year target for participant numbers already achieved. A new set of activity cards is in development to further update and improve the programme. Across the junior talent pathway, regular reviews have helped improve connectivity with participants and the feedback provided has enabled amendments to be made to the competition structure. England Squash are continually seeking to improve the customer experience for young people in our competitions and piloted some new formats during the season.

FACILITIES

The threat of facility closures will remain over the next period and England Squash will continue to work hard with all relevant stakeholders to prevent closures where possible. England Squash has devised a process to provide key information to support facilities where court closures are a threat.

DEVELOPING TALENT & IMPROVING PERFORMANCE



DEVELOPING TALENT & IMPROVING PERFORMANCE

Despite a reduction in high performance funding and the subsequent 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 generation of world class players, who can compete with and beat the very best players in the world.

DEVELOPING TALENT & IMPROVING PERFORMANCE

James Willstrop won a gold medal at the Commonwealth Games. Millie Tomlinson won gold at the European Championships, whilst the England women's team won gold, with a silver for the men at the European Team Championships.

TEAM ENGLAND

Key highlights from the past year include:

- Silver at the Women's World Team Championships
- James Willstrop's gold medal at the Commonwealth Games and a bronze in the men's doubles with Declan James
- Daryl Selby and Adrian Waller winning a silver medal at the Commonwealth Games in the men's doubles
- Laura Massaro reaching the semi-finals of the British Open
- The England women's team winning gold at the European Team Championships, with the men winning silver
- Millie Tomlinson won the gold medal at the European Championships
- George Parker won silver at the European Championships

WORLD RANKINGS

England currently have 3 Men and 5 women ranked in the top 20 (March 2019):

WOMEN

#6	Sarah Jane Perry
#7	Laura Massaro
#9	Alison Waters
#14	Victoria Lust
#20	Emily Whitlock

MEN

#8	Nick Matthew
#15	James Willstrop
#17	Daryl Selby

DEVELOPING TALENT & IMPROVING PERFORMANCE

Declan James 'graduated' from the Academy to the senior programme and won a bronze medal with James Willstrop at the Commonwealth Games.

ENGLAND ACADEMY

We have reverted to a national training camp delivery model, supported by a network of performance coaching hubs around the country. These hubs have a lead coach from our network of consultant/Aspire coaches. Senior England players and Academy players can access any of these 5 performance hubs with plans in place to expand the number of hubs in the coming period. The Academy players benefit from fitness testing, bespoke training programmes and remote monitoring between camps in addition to face-to-face contact under the hub model, where we can direct/influence these players on a more frequent basis.

Recent achievements from England Academy players:

- Declan James 'graduated' from the Academy to the senior programme and won a bronze medal with James Willstrop at the Commonwealth Games. He is now a member of the Men's England Team and helped them to win a silver at the European Team Championships
- George Parker reached a career high of #31 in March 2019 and won a silver medal at the European Championships beating top seed and World #22 Raphael Kandra in the semi final
- Richie Fallows beat World #36 Alan Clyne to reach the final of the Cleveland Open

- Lucy Turmel reached a career high of #53 in the March 2019 rankings, reached the quarter finals of the European Championships and won the Scottish Open
- Lucy won a bronze medal at the World Junior Championships
- Nick Wall reached the last 8 of the World Junior Championships

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 skills 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, which holds north and south squads. There are plans to develop a talent hub system that provides more localised support to our talent pathway players, in much the same way performance hubs support our senior and academy players.

DEVELOPING TALENT & IMPROVING PERFORMANCE

England retained the U19, U17 and U15 European Team Championships as well as the Five Nations event.

JUNIOR PERFORMANCE

England won Silver at the Men's World Junior Team Championships, and Lucy Turmel won a bronze medal in the Individual event. Nick Wall also reached the quarter finals of the Individual event. England retained the U19, U17 and U15 European Team Championships as well as the Five Nations event. We had 1 winner and 3 finalists at this year's 2019 British Junior Open, Sam Todd reached the final of the boys under 17s, Nick Wall reached the final of the boys U19s losing 3-1 to World Junior Champion Mostafa Asal (Egy). Abdullah Eissa went one better by winning the boys U13 event. English success also included 2 semi-finalists and 7 quarter-finalists.

Lucy Turmel won gold at the U19 European Junior Championships, and secured a PSA title win at the Scottish Open. Sam Todd, Grace Gear and Lily Taylor have all now progressed onto the Academy programme to bolster the already strong group of Academy players.

COACH EDUCATION & DEVELOPMENT

We continue to develop and connect with a wide network of coaches and tutors across the country. The introduction of 'Coaches Club' has enabled us to deliver a meaningful framework within which we can provide enhancements to our membership system for coaches at all levels. A considerable volume of content continues to be developed offering coaches a means of extending existing skills via a suite of online resources. Resources include a series of 'Raise your Game' videos and coaching masterclasses from the National Coaching Team and other highly regarded coaches from within the game.

During the year, we delivered the following courses:

UNIVERSITY 101

x4 49 candidates

SQUASH 101

x11 85 candidates

PARTICIPATION AWARD (L1)

x29 329 candidates (246 male, 83 female)

CLUB COACH (L2)

x9 101 candidates (78 male, 23 female)

TALENT DEVELOPMENT (L3)

x2 23 candidates (18 male, 5 female)

A priority for next year, is to increase the number of female coaches through a new programme of support, including mentoring, and to increase the number of coach members we have, through Coaches Club.

MARKETING & PROMOTING WHAT WE DO



MARKETING & PROMOTING WHAT WE DO

Having begun our journey towards the development of a digital engagement strategy in 2015, our commitment to digital transformation has continued with delivery of digital tools to enhance the experience across a broad range of stakeholder groups with a key focus to give partners and stakeholders access to the tools required to more efficiently manage their squash activities.

MARKETING & PROMOTING WHAT WE DO

Our digital capabilities were further enhanced through our partnership with the Club Locker platform, which enabled us to run a number of key competitions and events more efficiently.

DIGITAL

A focus has been on enabling members, coaches, clubs, and counties to more effectively manage their memberships and affiliations, as well as delivering an attractive value proposition through our membership and affiliation schemes. In the past year, significant enhancements were released to enable this:

For members, management of duplicate memberships was enhanced, allowing individuals to choose their primary method of paying for their membership

For clubs, new management dashboards were released with streamlined administrative processes, improved help and support and much clearer visibility on member data and reporting. Invoicing processes and communications were reviewed to ensure the process of affiliating is simple and intuitive, to encourage continuous affiliation.

For county associations, access to data on members and coaches was enhanced, improving counties' ability to manage squash in their area, with a clearer view and enhanced mechanisms to manage their own rebates and integrated local affiliation/membership schemes.

For coaches, a new digital platform was developed to host the new 'Coaches Club' membership scheme. This includes much clearer information on valid coaching and safeguarding qualifications and an asset management platform to host the Coaches Club membership benefits, including over 200 digital

resources. The England Squash app was also updated to enable coaches and leaders to record participation for the full range of England Squash programmes (Squash Girls Can, Squash 101, Junior 101 and Squash 57).

For commercial partners, the value proposition was strengthened through the introduction of homepage banners and improved visibility and management of commercial partners via the key digital channels.

Our own digital capabilities were further enhanced through our partnership with the Club Locker platform, which enabled us to run a number of key competitions and events more efficiently, including the AJ Bell British National Championships, British Junior Championships, English Junior Championships and a number of major sanctioned junior and graded adult events. To make this happen, several enhancements were made to the Club Locker platform to prepare it for release for the squash market in England.

Over the next year, much of our attention will focus on three main areas; tournament management, strengthening opportunities to play through our England Squash programmes and further governance and safeguarding improvements. This will result in the release of features to enable players, coaches, tournament organisers, clubs and county associations to manage their activities more efficiently.

MARKETING & PROMOTING WHAT WE DO

Following delivery of significant project components, we have seen a 32% increase to membership and club affiliations rising by 13%.

With social media engagement on Instagram a focus with followers trebling from 2,000 to 6,000 in 12 months due to a renewed focus to post more regularly and engage in contests and takeovers.

MEMBERSHIP & AFFILIATION

We continue to develop the England Squash membership and affiliation platform, working with the squash community to build a meaningful proposition as a key part of the sustainability of the organisation. Underpinning this work is an overall drive to increase the number of paying club members and clubs with continuous affiliation as well as the level of engagement with this group.

Significant project components were delivered in 2017-2018, presenting tangible, positive change to the membership and affiliation platform. As a result of this work, we have seen positive increases during 2018-2019 to the numbers of members and club affiliations:

METRIC	03/17	03/18	03/19	% CHANGE (18-19)
Total paid for members	25,668	27,474	36,220	32%
Clubs with paid affiliation	304	537	609	13%

It is important that we embed these changes in 2019 as 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.

PR, COMMUNICATIONS & CONTENT

Ongoing efforts to improve the way we communicate have continued and have resulted in positive feedback from key stakeholders and an increase in followers. England Squash continues to communicate across several channels, with social media engagement on Instagram a focus with followers trebling from 2,000 to 6,000 in 12 months due to a renewed focus to post more regularly and engage in contests and takeovers. We have begun a trial of social media intelligence tech Maybe* to listen to our social media channels to give us a clear picture of what is being discussed in the world of squash, to identify content opportunities and how we can engage better with our audiences.

Our growing library of content on englandsquash.com remains a key strategy in recruiting and engaging new members whilst continuing to provide our existing membership with value for money. Since the launch of Coaches Club in February 2019, over 250 new pieces of content have been added, ranging from session plans to Coaching Masterclasses. We continue to add new content to the Club Toolkit and February 2019 also saw the release of our latest feature documentary on James Willstrop. 'The Marksman' was used to encourage free website account activations, rather than being restricted to paying members. In the four weeks after its launch activated account numbers rose from 18,534 to 19,921 an increase of 7.48%.

Coverage of major events continues to help to showcase the sport to a wider audience with the European Team Championships, Dunlop British Junior Open and AJ Bell British National Championships receiving extensive TV and radio coverage from the BBC.

COMPETITIONS: THE HEART OF THE SPORT



COMPETITIONS: THE HEART OF THE SPORT

A comprehensive review has been undertaken of all England Squash Competitions and Events (C&E). The objective of the review was to identify the critical success factors that need to be addressed to ensure a more sustainable C&E strategy. As a result of the review, Paul Walters was appointed Strategic Lead (part-time basis) to oversee the management of the C&E component of England Squash.

The organisation has continued to work with proven and suitably qualified partners to deliver key strategic events, to reduce liability. Over the coming period, England Squash will be reviewing and potentially rationalising existing competition commitments to maximise commercial return, whilst supporting the participation and performance pathway objectives and opportunities.

COMPETITIONS: THE HEART OF THE SPORT

Last season, we delivered 45 Copper competitions across 32 different venues, 99 Bronze competitions across 58 different venues, 6 Silver competitions spread across 6 different regions and 4 Gold competitions.

A successful 2018-19 season was concluded in July with a significant number of competitions and major events delivered throughout what was a very busy season. Highlights of the season included the delivery of the junior sanctioned event pathway, Intercounty Championships, National Schools Championships and the National Championships. Key activity has included the following:

AJ BELL BRITISH NATIONAL CHAMPIONSHIPS

The 2019 AJ Bell British National Championships were held in Nottingham University for the first time, ending a 20-year association in Manchester. Nottingham were worthy hosts, delivering an exciting and enjoyable experience for players and spectators alike. Tesni Evans won the women's crown defeating England's Emily Whitlock in the final. An all English final in the men's division saw James Willstrop defeat Daryl Selby.

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. We have looked to reduce some of the congestion we experienced in the early part of the season by moving 1 of the existing silvers in the new season to later in the calendar. The Junior Intercounty Finals have also been moved back to January to enable all counties the best possible opportunity to field their best teams.

Over the next year, much of our attention will focus on three main areas; tournament management, strengthening opportunities to play through our England Squash programmes and further governance and safeguarding improvements. This will result in the release of features to enable players, coaches, tournament organisers, clubs and county associations to manage their activities more efficiently.

Last season, England Squash delivered:

Copper

45 Copper competitions across 32 different venues

Bronze

99 Bronze competitions across 58 different venues

Silver

6 Silver competitions spread across 6 different regions

Gold

4 Gold competitions including the South West Millfield, South East Surrey, British Junior Championships and English Junior Championships

COMPETITIONS: THE HEART OF THE SPORT

The 2 Gold competitions introduced to the calendar were a great success and complimented a strong collection of Silver competitions.

LEVELS OF COMPETITION

The introduction of 1-day bronze competitions was a great success throughout the 2018-19 season. More clubs than ever before hosted an England Squash sanctioned event and entry numbers significantly increased in Bronze competitions. In 2018/19 we delivered a total of 156 sanctioned competitions. The introduction of 1-day bronze competitions did result in a slight decline in Copper entry numbers and we are now looking at ways in which we can reposition this level of competition to meet the intended target audience.

The 2 Gold competitions introduced to the calendar were a great success and complimented a strong collection of Silver competitions. All Silver and Gold competitions exceeded 200 entries with the Middlesex Silver running the first ever 64 draw size at this level. The existing tenders for all Silver and Gold competitions expire at the end of the 2019-20 season and the process of selection for future tenders will begin in September 2019.

RULES & REGULATIONS

The competition regulations have been updated to reflect the feedback received throughout the season. The most significant changes have been made at Silver and Gold level competitions with greater clarity over draw sizes and withdrawal processes.

- Tournament Organisers must have a valid and up to date DBS check, Safeguarding certificate and have completed the Tournament Organiser's training

- All matches must be played on courts affiliated to England Squash and organised by an affiliated club. Any hosting club must have an appointed Club Welfare Officer
- All entries are on-line through the England Squash website
- All Silver, Gold and Platinum competitions must be run as a full Monrad
- Draw sizes for Silver, Gold and Platinum competitions will be capped if we cannot guarantee all entrants a minimum of 3 games
- Withdrawals from any level of competition must be communicated with Tournament Organisers or England Squash. Withdrawals not communicated may receive a default against their ranking

TECHNOLOGY

Club Locker was successfully used as the tournament software for the British Junior Championships, English Junior Championships, Surrey Gold, Warwickshire Silver and British National Championships. The Surrey Gold event saw the use of online scoring on Club Locker with scores being updated live during fixtures by markers. Further developments are expected to be announced in the new season with the introduction of a new tournament organiser dashboard giving organisers greater access to content that will support the running of their competition.

COMPETITIONS: THE HEART OF THE SPORT

Entry numbers for the Inter-County Championship were strong in the junior division with 197 teams.

SANCTIONED EVENTS APPLICATION WINDOWS

A new Tender Dashboard was introduced for the tendering of Copper and Bronze competitions for the new season. The dashboard was designed to support organisers in the selection of their events with successful tenders automatically displayed on a public map to reduce the risk of local events clashing. A tournament registration fee was introduced for the new season to protect the integrity of the calendar as well as competition entrants. The fee will be fully refundable post event providing the competition goes ahead, giving incentive to organisers to run a successful competition.

INTER-COUNTY CHAMPIONSHIP

Following last year's review process, England Squash with the support of contracted organisers delivered the inter-county championships for Juniors, Seniors and Masters divisions. Each competition consisted of two stages and were hosted at centralised venues organised by England Squash. Junior and Senior finals took place in Nottingham and Masters finals were held in Warwickshire.

Entry numbers were strong in the junior division however we saw a slight drop off in entries for the Masters division. This can be accredited to the change in format with counties requiring time to build up a roster of players for all ages.

Junior entries – 197 teams
Senior entries – 59 teams
Masters entries – 127 teams

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

MASTERS SQUASH



ENGLAND
squash
MASTERS



MASTERS SQUASH

In the 2018/19 season England Squash Masters (ESM) ran 5 Regional Events plus, in conjunction with England Squash (ES), the Nationals and the British Open. Entry was available in 17 separate age group categories divided for male and female participation ranging from 35+ to 75+. Players earn points as they progress in the Tournaments with the top annual points scorers selected to represent England in their age group against the other home countries in April/May 2019.

2018/19 recorded the largest average participation per event ever at 173.

ENGLAND SQUASH MASTERS 2018/19

ESM continued their policy of offering Regional events spread around the Country, this season the North at Pontefract, South at West Worthing, East at East Anglia, the West at Wolverhampton and the Midlands at Edgbaston. Holding tournaments at different clubs each year, sometimes at the extreme end of the points of the compass has widened the potential audience, resulting in increasing levels of participation and indeed increased exposure of the sport for the Masters' community. It has also drawn attention from current non-players of the health and exercise benefits of squash and the high level of fitness of Regional Players evident right through the age ranges.

The tables on the following page show the total number of registered players per season together with the average number of participants per event. It should be noted that last season the Masters' Committee took the decision to reduce from 6 to 5 events per season, as the Masters' calendar was getting far too busy to give the required rest between regional events. This has slightly impacted on the overall number of total registrations in the season, however, 2018/19 recorded the largest average participation per event ever at 173.

For the forthcoming 2019/20 season the Regionals have again moved around the country and the first event to be held in Carlisle has attracted a very

strong entry with many new players from this most Northern part of the country.

ESM continue to work hard to continually improve the quality of their events. Additionally, with ES support, ESM this year are particularly concentrating on attracting more female entrants.

2019/20 looks set to be another successful season.

225 new players registered on the Masters' website in 2019, following countrywide visits to new clubs.

ENGLAND SQUASH MASTERS 2018/19 STATISTICS

The table below shows the number of players who initially register and who finally participate in all points qualifying events during the season.

ENGLAND SQUASH MASTERS ALL EVENTS 2018-19

TITLE	REGISTERED	WITHDREW	PARTICIPATED
The Karakal British Open Masters Championships 2018	333	11	322
West of England Masters 2018-19	185	7	178
North of England Masters 2018-19	155	9	146
South of England Masters 2018-19	170	14	156
East of England Masters 2018-19	139	11	128
Midlands Masters 2018-19	217	16	201
AJ Bell British National Masters Squash Championships 2019	278	10	268
Totals	1477	78	1399

The table below shows the number of players who initially register and who finally participate in all points qualifying events during the season.

ENGLAND SQUASH MASTERS SEASONAL REGIONAL EVENT PLAYER STATISTICS

SEASON	TOTAL PLAYERS REGISTERED	EVENTS	AVERAGE REGISTRATIONS PER EVENT
2013-2014	834	6	139
2014-2015	886	6	148
2015-2016	806	6	134
2016-2017	899	6	150
2017-2018	992	6	165
2018-2019	866	5	173

The final table below shows the number of new accounts created by players on the Masters' website. This shows year on year growth and 2019 has 225 new registered players to date and at the very start of the regional event calendar. This success can be attributed to ESM's plan to visit new clubs around the country each year, in order to promote the Masters and recruit new circuit players.

ENGLAND SQUASH MASTERS ANNUAL ACCOUNTS CREATED STATISTICS

YEAR	NEW ESM ACCOUNTS CREATED
2014	288
2015	211
2016	146
2017	291
2018	322
2019*	225

COMMERCIAL REVIEW



COMMERCIAL REVIEW

England Squash continues to progress commercially in a competitive environment. Official partnership agreements are secured with Dunlop (official ball, racket and luggage), KUKRI (official clothing) and iPROSPORTS (official merchandising and event printing) with further negotiations ongoing with other potential partners/sponsors to maximise revenue opportunities.

The Dunlop sponsorship agreement of England Squash Junior Circuit Partner is a productive and evolving relationship, which generates significant funds and value in kind.

www.englandsquash.com offers a significant revenue opportunity by utilising existing space for advertising with minimum disruption to the website template and without compromising content and corporate identity. Website banner advertising concepts have been progressed with a digital media rate card being developed and distributed to potential advertisers.

The Approved Contractor Scheme was relaunched in 2018 and continues to grow from strength-to-strength with currently nine companies

The Dunlop sponsorship agreement of England Squash Junior Circuit Partner is a productive and evolving relationship, which generates significant funds and value in kind, with the existing agreement running until May 2020.

Negotiations are ongoing with AJ Bell to continue their title sponsorship of the British National Championships. It is a good example of a positive relationship with genuine value for both parties.

A review of England Squash licensing opportunities is being undertaken to identify possible revenue generation opportunities, including but not limited to, coaching qualifications, Squash Girls Can and Squash 101.

A comprehensive sponsorship toolkit document, presenting England Squash partnership/sponsorship opportunities (including visual content), is being developed to support commercial management activities.

FINANCIAL REVIEW



DEPARTMENTAL INCOME & EXPENDITURE £'000

1. MEMBERSHIP	2018/19	2017/18
INCOME		
Membership fees	454	390
Total income	454	390
EXPENDITURE		
County Rebates	76	46
Membership Services	165	110
Staff	32	32
Total Expenditure	273	188
2. COMPETITIONS & EVENTS		
INCOME		
British Open	319	0
Entry fees	180	284
Other	61	0
Total income	560	284
EXPENDITURE		
British Open Costs	352	0
Event Costs	236	276
Staff	1	86
Total Expenditure	589	362
3. PARTICIPATION		
INCOME		
Miscellaneous Grants	0	0
Total income	0	0
EXPENDITURE		
Development Budgets (Schools, Youth, Leisure Centres etc)	224	117
Staff	182	190
Total Expenditure	406	307

DEPARTMENTAL INCOME & EXPENDITURE £'000

4. MARKETING & COMMERCIAL 2018/19 2017/18

INCOME

Commercial & Marketing	40	16
Total income	40	16

EXPENDITURE

Branding Materials/Collateral	22	22
Strategy Development	0	0
Other	0	0
PR Costs	7	7
Staff	131	211
Insight	0	0
Website/CRM Development	95	119
Total Expenditure	255	359

5. SUPPORT SERVICES 2018/19 2017/18

INCOME

Approval fees	0	0
Legacy	140	0
Interest	1	1
Total income	141	1

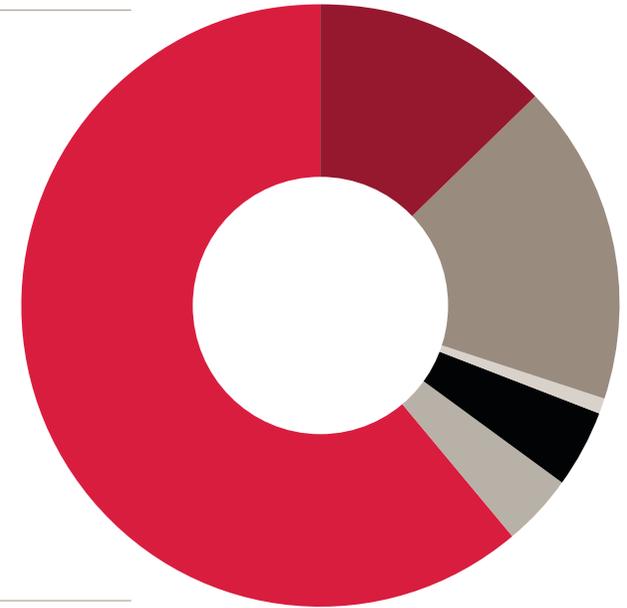
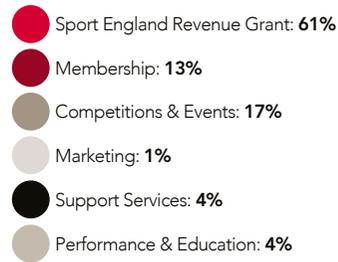
EXPENDITURE

Depreciation	16	19
Insurance	23	25
Irrecoverable VAT	143	139
Office Costs	27	32
Strategy Development	4	9
IT maintenance and infrastructure	21	27
Other	72	44
Legacy	90	0
Printing	109	109
Professional Fees	101	131
Rent	10	12
Staff	208	208
Total Expenditure	824	755

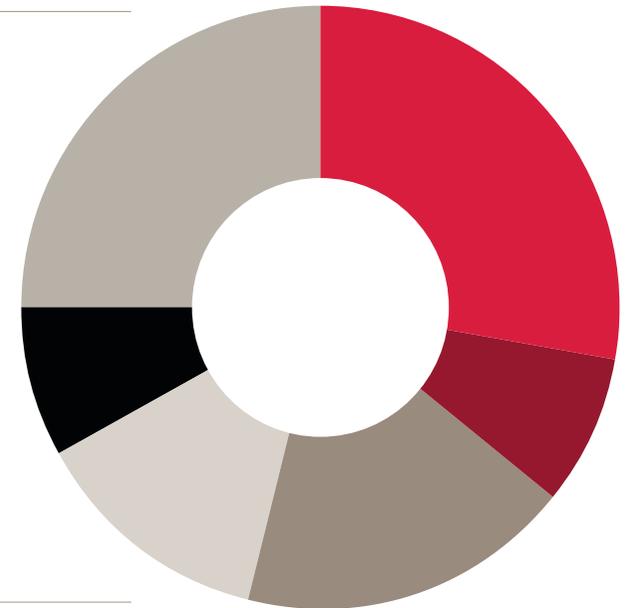
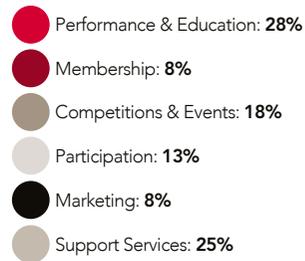
DEPARTMENTAL INCOME & EXPENDITURE £'000

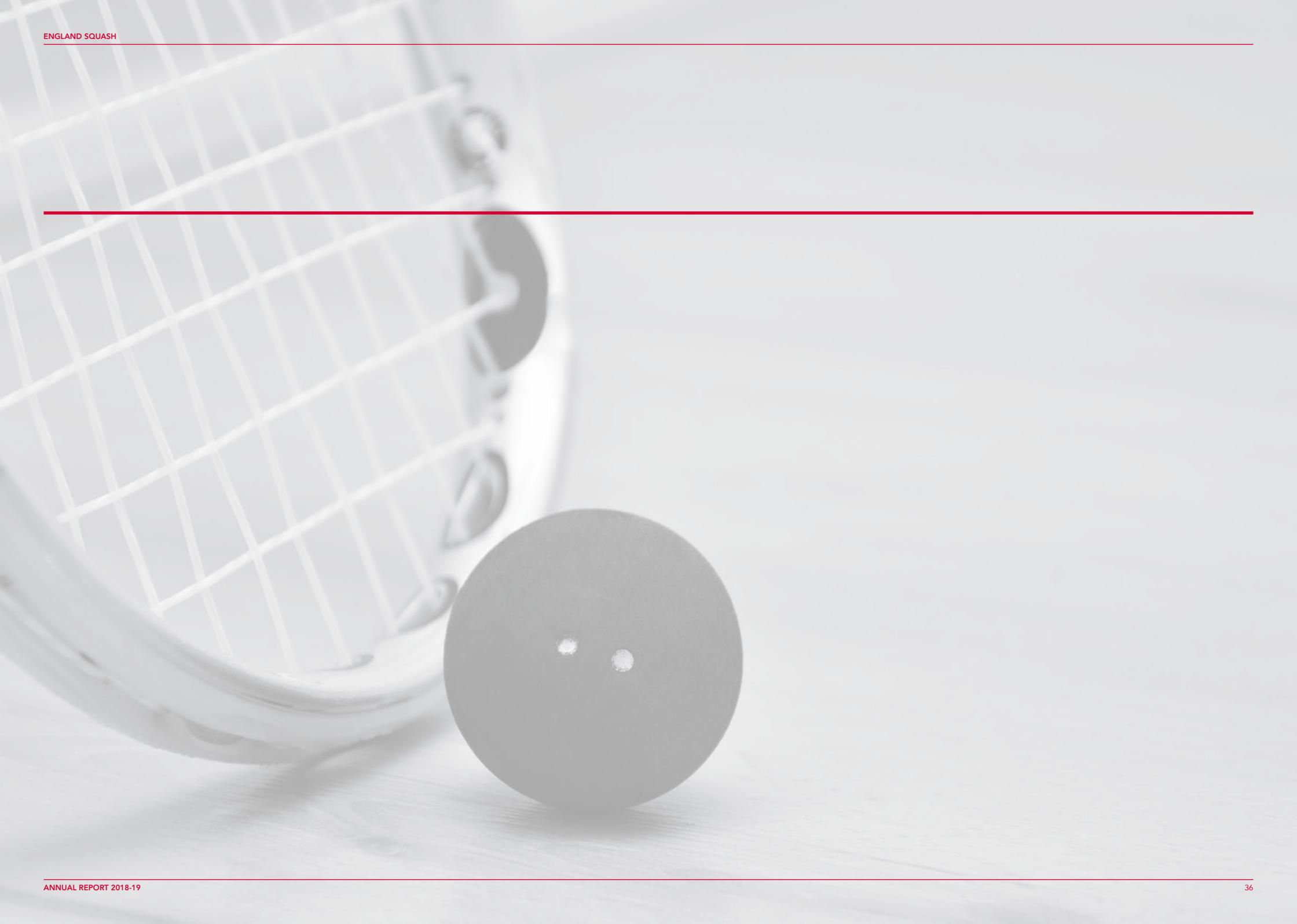
6. PERFORMANCE	2018/19	2017/18
INCOME		
EDP	11	18
Coaching Courses	97	99
Talent Pathway	10	0
Total income	118	117
EXPENDITURE		
Competition Programme Support	13	38
Personal Awards	130	127
Training and Preparation (Squads, Coaching)	370	312
Technology and Equipment	40	12
Coach and Tutor Development	18	21
Science and Medicine Support	52	75
Other	0	34
Staff	269	271
Total Expenditure	892	890
7. SPORT ENGLAND & OTHER GRANT INCOME		
2018/19		
2017/18		
INCOME		
Other Grant income	0	10
Revenue Grant	1,944	2,097
Total income	1,944	2,107
EXPENDITURE		
Capital Investment	0	0
Total Expenditure	0	0

INCOME 2018/19 (£'000)



EXPENDITURE 2018/19 (£'000)





englandsquash.com

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