
ANNUAL REPORT



EUROPEAN TEAM CHAMPIONSHIPS 2019

A EDGBASTON PRIORY CLUB



2019-20

**INCREASING
PARTICIPATION
IN OUR SPORT**

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CHAIR'S FOREWORD



Progress has been enhanced by a growing sense of togetherness across the squash community, which is so very important and encouraging to see.

I am delighted that the organisation's progress has continued over the past year and that England Squash adjusted successfully to meet the numerous challenges it has faced. 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 fourth year. I am proud that the England Squash staff team have continued to work together to deliver positive results across all areas of the organisation.

Our progress has been enhanced by a growing sense of togetherness across the squash community, which is so very important and encouraging to see. As ever, progress is only made when partners and stakeholders collaborate and create effective partnerships. The pace of progress against the organisation's strategic objectives across this 4-year funding cycle reflects our growing and effective partnerships.

Additionally, the organisation has continued in its efforts to make an impact on the Climate and Ecological Crisis that we are experiencing across the globe, but we recognise that the steps taken so far, including Carbon Neutral status, are just the beginnings of what is required for positive and sustainable change. I am proud that England Squash is leading the way in how sport governing bodies are beginning to tackle this critical issue, and England Squash will continue to take a pro-active and influential stance.

We are entering unprecedented times and a changing world, of which sport and leisure activity will play a shifting, yet vital role in all of our lives. The COVID-19 pandemic will present challenges to the game of squash and its community in ways we cannot yet imagine. Together with the support of Sport England and key stakeholders, including county associations, clubs, coaches and volunteers, we must be prepared to embrace change, for England Squash to recover and fulfil its strategic aspirations.

Finally, I would like to add my sincere thanks to the England Squash Board, especially Nick Donald (Senior Independent Director), and Paul Millman (England Squash President) 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 640 28% INCREASE IN COACH MEMBERSHIP 38% INCREASE IN INDIVIDUAL MEMBERSHIP 12,000 NEW WEBSITE SIGN-UPS INCREASED COMMERCIAL REVENUE BY ALMOST £100,000 SURPASSED OUR 4-YEAR TARGET FOR JUNIOR PARTICIPATION BY 200% MORE THAN 65 NEW REFEREES ENGAGED SILVER IN THE WORLD MEN'S TEAM CHAMPIONSHIP

CHIEF EXECUTIVE'S INTRODUCTION



The increased synergy has been positive and progress very much reflects the combined efforts of the squash community – we should all be proud of how far we've come.

It has been another year of strong progress for England Squash, a year in which we have continued the overall progress made within the current funding cycle (2017-21). It is encouraging to see an increasing number of partners from across the squash community working together to achieve what most regarded as a very ambitious set of objectives. The increased synergy has been positive and progress very much reflects the combined efforts of the squash community – we should all be proud of how far we've come.

Highlights since 2017 include more than doubling the number of affiliated clubs (from 304 to 640), growth in membership from c.25k to c.36k, an increase in coach members (from c.750 to c.1,000), an increase of c.12,000 website sign-ups, and surpassing our 4-year participation target almost 18 months early; more than 20,000 new players have taken part in the England Squash participation programmes, which is fantastic. From a talent and high-performance perspective, we are greatly encouraged by the development of both the volume of and quality of our junior players, which has manifested itself in continued success at the British Junior Open. There is a strong group of girls and boys, across the junior pathway, the likes of which England has not seen for a long time. Within high-performance, the achievement of the England men's team in winning a silver medal at the World Team Championship was a highlight of the season, along with continued success at European level across all age-groups.

Looking ahead, the year has come to a challenging end with the COVID-19 pandemic, which will be by far, the biggest obstacle for the game to overcome in the foreseeable future. We are entering what is likely to be a sustained period of 'lockdown', restrictions on movement and social distancing measures which will have a significant impact across the game. When clubs are once again allowed to open, we face the challenge of re-engaging with players across the country and driving participation, and it will be of critical importance that the community works together to regain momentum and support each other. We will need a 'togetherness' and synergy that perhaps we have not seen before, but I am confident that we will unite and overcome the adversity.

As ever, I am grateful for the continued effort and dedication of the extended team of England Squash staff and the huge number of individuals from county associations and clubs across the country who are driving the sport forwards.

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 tracked 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

To date, over 25,000 players have been successfully recorded on the England Squash app since it launched in August 2018. The target numbers for each participation programme have been achieved with a year remaining in the 4-year funding cycle.

PARTICIPATION PROGRAMMES

The popularity of England Squash's participation programmes continues to grow as a series of new campaigns are delivered throughout the year. The number of venues now delivering the participation programmes has increased by 123% from 124 venues last year to 276 this year and a 360% increase in the number of people taking part (2,475 last year, 11,409 this year).

Participation figures are recorded by session deliverers using the England Squash app. To date, over 25,000 players have been recorded on the app since it launched in August 2018. The target numbers for each participation programme have been achieved with a year remaining in the 4-year funding cycle.

These targets have been achieved by using a range of campaigns and promotions to support clubs, coaches and counties to deliver the programmes. These include the Uni Squash Champions programme, club grants, campaigns such as World Squash Day and incentives for those who record their participants on the app.

CLUB SUPPORT

England Squash's connection to affiliated clubs continues to improve through initiatives such as regular club grants, the monthly 'Club Connect' email newsletter, Club Support Days, and participation campaigns. This year's World Squash Day campaign saw over 100 clubs holding events and more than

5,000 players taking part. Clubs were supported with campaign materials, equipment from event partner Karakal, and competition prizes.

Over the last two years the Club Support Day project has seen over 70 affiliated club visits with Pontefract Squash Club's CEO Mick Todd. The visits 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.

PUBLIC FACILITIES

England Squash has maintained partnerships with major leisure operators that collectively manage over 150 sites. The partnerships are built on understanding the different needs of each operator and supporting them to improve their knowledge and utilisation of squash as a part of their wider portfolio, principally through the England Squash programmes (Squash 101, Squash Girls Can etc.).

UNIVERSITIES

This year England Squash launched the new Uni Squash Champion programme which saw 18 student volunteer champions driving squash participation across 13 universities. Each Uni Squash Champion received training and support from England Squash to help them deliver new programmes to their students. In total to date over 700 new players have been recorded as a result of this programme.

INCREASING PARTICIPATION IN OUR SPORT

This year has seen 487 coaches upskilled through the formal coach education programme. Meanwhile, a new 'Squash Girls Can Coach' initiative has been launched to address the gender imbalance in the coaching workforce, with over 60 candidates successfully trained.

WORKFORCE

The coaching workforce has been supported through focused efforts to improve county programmes. This has included funding County Programme Managers through a new scheme and also providing 13 county associations with funding towards training new Level 3 Coaches. This year has seen 487 coaches upskilled through the formal coach education programme. A new 'Squash Girls Can Coach' initiative has been launched to address the gender imbalance in the coaching workforce. This 12-month mentoring programme will support over 60 female candidates in becoming Level 1 and Level 2 coaches.

'Mission 2022', an initiative to drive the development of referees, continues to play a significant role in recruiting, supporting and developing referees. Over 65 new and existing referees have been supported through the programme and some of these will contribute at the 2022 Commonwealth Games. The number of active referees in the pathway is increasing steadily at each level of the pathway from Club grade to World Level.

REGIONAL & NATIONAL FORUMS

Six of the original eight Forums are working well and are having a positive impact across coach development, delivering England Squash programmes and supporting the talent pathway. Forums have been less successful in some geographically challenging areas where England Squash have reverted to supporting counties on

a case-by-case basis. England Squash remains committed to supporting county associations through the Forums, helping wherever possible to meet local needs and have a positive impact across the national network.

JUNIOR PARTICIPATION

The 'Junior 101' programme continues to be successful, with the four-year target for participant numbers already achieved. Programme resources are constantly reviewed and added to, to update and improve the programme. Across the junior talent pathway, regular reviews have helped improve the connection 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 competitions and has piloted some new formats during the season.

FACILITIES

The threat of facility closures remains real, and will be present over the coming cycle – England Squash will continue to work hard with all relevant stakeholders to prevent closures where possible. A process has been devised 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 consequent changes to the 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

The achievement of the England men's team in winning a silver medal at the World Team Championship was a highlight of the season.

TALENT & PERFORMANCE HUBS

A network of Talent & Performance Hubs has been established for senior and junior players at various locations around the country. The five hubs currently support 90% of Team England and England Academy funded players. These training bases are led by a consultant coach with agreements in place with the host clubs. To date, hubs have been established in Manchester, Pontefract, Lee on Solent, Birmingham, and Wimbledon. Three further hubs are planned at the start of the new financial year at Millfield, Ipswich, and Loughborough University. It is anticipated that the hub network will expand to other locations over time, based upon where there is player demand and a suitable coach/facility.

Nick Matthew and Laura Massaro have been retained as consultant coaches to assist in the development of our players along with other world-class English coaches.

TEAM ENGLAND

Key highlights from the year include:

- Silver medal in the Men's World Team Championships
- James Willstrop reached the quarter finals of the Men's World Championships
- Sarah-Jane Perry reached the semi-final of the British Open
- James Willstrop beat World #11 Joel Makin to defend his British Championship title

- The England Men's team regained the European Team Championships, whilst the women won the silver medal
- Declan James achieved a career high world ranking of #17 and won the deciding match against France to put England through to the final of the World Team Championships against Egypt

WORLD RANKINGS

England currently have three women and two men ranked in the top 20:

WOMEN

- | | |
|-----|------------------|
| #7 | Sarah Jane Perry |
| #14 | Alison Waters |
| #17 | Victoria Lust |

MEN

- | | |
|-----|-----------------|
| #15 | James Willstrop |
| #20 | Adrian Waller |

DEVELOPING TALENT & IMPROVING PERFORMANCE

The Aspire programme continues to engage over 250 young players. The recent recruitment of two new coaches to the head coach roster has further strengthened the team.

ENGLAND ACADEMY

The Academy ran three full National squads at the National centre, with the rest of the contact time in the Talent Hubs. Four three-day summer training camps were also run at the National centre. A national training camp delivery model has been reverted to, supported by the network of Talent & Performance 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. Doubles was integrated into every England Academy squad as preparations begin for the 2022 Commonwealth Games.

Recent achievements from England Academy players:

- George Parker graduated to the senior programme and reached a career high of #31. George also reached the semi-finals of the National Championships beating Greg Lobban (#27) and Daryl Selby (#24) before losing to James Willstrop (#15) in the semi-finals.
- Patrick Rooney defeated World #36 Ng Low from Malaysia to reach the last 32 of the British Open. He went on to beat two top 30 players to win the Tring Open. He achieved his highest world ranking of #58 in March 2020.
- Lucy Turmel beat Victoria Lust #17 and achieved her highest ever ranking of #43 in January 2020.
- Jasmine Hutton reached her highest ever ranking of #48 in March 2020.

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 of the game, in addition to the development of a consistent work ethic and mental 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 involved at squads, providing invaluable mentoring support to young players.

The England Potential programme continues to improve with the well-established Northern and Southern squads catering for 32 players.

Further down the talent pathway, the Aspire programme continues to engage over 250 young players and links effectively with the England Potential programme. The recent recruitment of two new coaches to the head coach roster has further strengthened the team. All Aspire coaches meet with England Squash coaches twice a year and engage with and are supported by the national coaching team on a regular basis.

DEVELOPING TALENT & IMPROVING PERFORMANCE

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

JUNIOR PERFORMANCE

England won bronze at the Women's World Junior Championships, backing up the men's success from the previous year. Lewis Anderson won a bronze medal in the individual event with various other players producing promising results. England retained the U19, U17 and U15 European Team Championship titles as well as winning the Five Nations event. At the European Individual Championships Katie Malliff reached the final at just 16 years of age, becoming one of the youngest ever finalists. In the same event Elise Lazarus won Bronze.

England continue to produce consistently good results at the British Junior Open with Sam Todd winning the Boys U17 title and Yusuf Sheikh (BU15) and Mariam Eissa (GU11) also reaching the final.

COACH EDUCATION & DEVELOPMENT

Launched in February 2019, 'Coaches Club' membership has enabled us to better connect with coaches from across the country. Providing members with a central means of support through online resources and regular communications has transformed how we interact with this group. Coaches Club members now have access to over 400 items of content with nine major content releases communicated directly via email across the course of the year. Feedback from the first membership survey showed a positive perception towards the scheme with requests for more resources and communication to create a better sense of community amongst coaches. The membership

base is stable at around 1,000 coaches, showing the importance of the benefits and resources including coach insurance.

In addition to Coaches Club, the education pathway continues to grow, with this year of the funding cycle seeing the largest number of upskilled coaches. Projects such as Squash Girls Can Coach, the Level 3 County Coach funding and various coaching bursaries have helped to support new and existing coaches in their development.

During the year, we delivered the following courses:

PARTICIPATION AWARD (L1)

x36 329 candidates (247 male, 101 female)

CLUB COACH (L2)

x10 106 candidates (77 male, 29 female)

TALENT DEVELOPMENT (L3)

x1 19 candidates (16 male, 3 female)

The representation of females within these groups stands at 28%, against a target of 30%.

MARKETING & PROMOTING WHAT WE DO



MARKETING & PROMOTING WHAT WE DO

Following the success of the previous year's efforts, membership and affiliation continues to grow steadily. Ongoing investment of time and resource in this area has improved both customer experience and back-office efficiency. As such, the organisation's commitment to its digital, communication, and content strategies provides a cornerstone for all activity.

MARKETING & PROMOTING WHAT WE DO

There is a commitment to the ongoing resource required to build a robust and sustainable platform for membership and affiliation throughout the sport.

DIGITAL INFRASTRUCTURE

Investment in digital infrastructure has continued with the further development of England Squash's digital engagement platform englandsquash.com, enabling delivery of the organisation's strategy. Updates and improvements this year included;

- the release of a full integration with Club Locker for competition entry, management and administration,
- enhancements to the England Squash app used to measure participation programmes,
- a new dashboard for Tournament Organisers to help administer competitions,
- a new database of Welfare Officers at clubs and county associations; and
- the migration of major event microsites into the main website.

Refinement of digital governance processes is ongoing, with updates in a number of areas, and a continued focus on GDPR compliance as the organisation gains a better understanding of its implications on data and processes. This has seen a full review and cleanse of the personal data held, enhancements to internal processes, and regular reviews of the privacy policy and agreements in place with partners who interact with customer data.

Looking ahead, investment in this area remains critical as the journey of digital transformation continues, to enhance processes both internally and externally across the sport.

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.

METRIC	03/18	03/19	03/20	% CHANGE (19-20)
Total paid-for members	27,474	36,220	35,660	-2%
Clubs with paid affiliation	537	609	640	5%

Whilst a positive trend of new club affiliations continues, actual paid-for membership numbers have reduced in the year to date, showing that clubs are overall offering fewer of their players England Squash membership. It is recognised that club affiliation is a key to this metric, and as such plans are in place to address the change.

At this point it is unclear as to the full extent of the COVID-19 pandemic situation on these metrics, this will only be realised at the end of the next financial year.

It is important that developments continue in this area and that England Squash regards it as a cornerstone of the organisation. There is a commitment to the ongoing resource required to build a robust and sustainable platform for membership and affiliation throughout the sport.

MARKETING & PROMOTING WHAT WE DO

In February, The British Nationals microsite was launched on englandsquash.com which resulted in 13,000 new website users (a 130% increase in website traffic) during the week of the event. March also saw the launch of the English Junior Championships microsite which saw 8,000 new users during the week of the tournament.

PR, COMMUNICATIONS & CONTENT

Strategic changes to the way England Squash communicates have resulted in improved engagement across all channels as part of an ongoing drive to acquire and retain members, and increase the sphere of influence in and beyond the squash community. With a combined social media following of 32,000, Instagram, Twitter and Facebook remain the primary channels to connect with stakeholders and audiences.

An increased sphere of influence is integral to engaging new players, as such a relatively large social media campaign has been initiated during winter and spring 2020 (currently on hold until the squash community can return to playing). The aim of the project is to increase reach and influence within the squash community, take potential players from prospects to participants of the game and to convert non-members to members. Early results show an average increase of 230% in the reach of England Squash's organic social media posts, with the campaign reaching a total of 210,000 people as of 5 March 2020 – a promising figure given the 18,000 (combined) Facebook and Instagram following.

Extending the library of exclusive content on englandsquash.com remains a key strategy to recruit and engage new members whilst continuing to provide existing members with value for their membership fees. In February 2020 'Still Winning' was launched, the final video documentary in the marquee series exclusive to members

celebrating all former English world number ones. Content also forms an important aspect of support to coaches, clubs and counties, through a variety of instructional and informative video resources.

The British Junior Open saw the launch of englandsquash.tv, the aim of which is to provide a central hub for people to view live and historical footage of all England Squash sanctioned events. Users need to activate a free englandsquash.com account (supporting our KPI of website sign-ups). The launch saw 1,040 people activate free accounts on englandsquash.com over a seven-day period in the run up to and duration of the BJO with 9,049 individual visitors to the page.

This year, the decision was taken to migrate the existing major events microsites to englandsquash.com (previously separate) in order to capitalise on the significant website traffic to those websites, increase commercial potential and support member acquisition through englandsquash.tv. In February, The British Nationals microsite was launched on englandsquash.com which resulted in 13,000 new website users (a 130% increase in website traffic) during the week of the event. March also saw the launch of the English Junior Championships microsite which saw 8,000 new users during the week of the tournament compared to the previous week. January's British Junior Open will be migrated in the coming months to drive further traffic to englandsquash.com to capitalise on the extraordinarily high traffic (190,000 users and 1.3 million page views to date).

MARKETING & PROMOTING WHAT WE DO

Commercial relationships continue to develop across the organisation, providing sponsorship revenue for competitions and events, and a growing approved contractor scheme.

COMMERCIAL DEVELOPMENT

England Squash has continued to make good progress in this area, with the management of existing partners and development of new partner relationships at the heart of this area, including:

- Increasing the Approved Contractor Scheme from seven to 10 companies/partners
 - Negotiations are ongoing with Dunlop regarding an extension of the existing four-year sponsorship of England Squash Junior Circuit which comes to an end in September 2020 – all competitions within the Dunlop England Squash Junior Circuit have experienced significant growth during the existing agreement
 - Official Clothing agreement with KUKRI has been successful and negotiations are ongoing regarding an extension beyond 31st December 2020
 - Official Event Merchandising agreement with iPROSPORTS has been successful and negotiations are ongoing regarding an extension beyond 31st December 2020
 - Title sponsorship was secured for the 2019 Allam British Open, and 2019 AJ Bell British National Championships
- A 'How to Attract Sponsors' video was produced as part of the club toolkit to help increase revenue opportunities at grassroots level
 - englandsquash.com website banner advertising has been introduced and sponsors/advertisers continue to be sought alongside maximising visibility of existing partners etc.

A review is being conducted to identify the impact on commercial income linked to the COVID-19 pandemic, as sponsors and partners seek alternative approaches to sponsorship based on global markets.

COMPETITIONS: THE HEART OF THE SPORT



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.

COMPETITIONS: THE HEART OF THE SPORT

The formation of the Competitions Focus Group has proven to be a valuable platform to channel feedback from the junior circuit. This provided an opportunity to understand a wide range of views and has proved a useful sounding board for suggestions and ideas.

Key activity has included the following:

COMPETITIONS FOCUS GROUP

The formation of the Competitions Focus Group has proven to be a valuable platform to channel feedback from the junior circuit. External delivery partners including Tim Vail, Chris Truswell, Terry Dudley, Judy Williams and Mike Edwards joined key members of the England Squash Competitions & Events team at a focus group meeting in February to discuss strategy and share experience relating to the junior circuit. This provided an opportunity to understand a wide range of views and has proved a useful sounding board for suggestions and ideas.

COMPETITION CALENDAR

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

SANCTIONED EVENTS APPLICATION WINDOWS

External support has been appointed in the form of Chris Truswell and Tim Vail to aid the delivery of the sanctioned event tender application process. With several key events up for tender for the new season, this group will lead on the selection process for Silver and Gold competitions as well as the English

Junior Championships. There will also be an extensive evaluation of Copper and Bronze competitions using a proposed focus group to review the applications at both a local and national level to help identify gaps in the calendar, or geographically, where there is capacity to add further competitions.

LEVELS OF COMPETITION

Following previous work to better define each level of the event structure, it has been identified that there is a need to change the role of Copper competitions which have seen a significant drop in the number of entries in the past two seasons partly due to the success of one-day Bronze competitions. Silver competitions and the additional Gold competitions are also under review with a particular focus on the pathway for the U19 age category.

INTER-COUNTY CHAMPIONSHIPS

Chris Truswell and Tim Vail are also supporting the delivery of the inter-county championships as well as a review of the existing structure including the junior inter-county championships in partnership with a new review group, and the Masters inter-county championships in partnership with the England Squash Masters Committee.

COMPETITIONS: THE HEART OF THE SPORT

2019/20 participation has again increased, seeing the largest average participation per event ever at 180.

ENGLAND SQUASH MASTERS

In the 2019/20 season England Squash Masters (ESM) continued to run 5 Regional Events plus, in conjunction with England Squash, the Nationals and the British Open. In all competitions participation was at record levels across age ranges from 35+ to 75+ with increasing numbers of female participation.

ESM invite Squash Clubs from around the country to apply to host a Regional Event. ESM's policy is to aim to relocate several tournaments each season to different areas of the country and for 2019/20, Carlisle Squash Club hosted the first event, the northernmost venue for an ESM Regional Tournament to date. This proved a great success and it was followed a combination of existing and past venues, Grantham for the east, Wolverhampton for the Midlands, Winchester for the west and Colets for the south. Participation levels were high at every tournament and the enthusiasm of the clubs to hold events coupled with the chance for their members to take part and

to watch some high-level Masters Squash continues to stimulate a healthy environment for these competitions.

The table below shows the total number of registered and participating players per event. 2019/20 saw the largest average participation per event ever at 180.

ALLOCATION OF MAJOR EVENTS

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

- English Junior Championships, TBC
- British Junior Championships, Nottingham University
- British National Championships, Nottingham University
- British Junior Open, Birmingham University
- British Open, TBC

ENGLAND SQUASH MASTERS EVENT ENTRIES 2019/20

TITLE	REGISTERED	WITHDREW	PARTICIPATED
The Karakal British Open Masters Championships 2019	241	11	230
West of England Masters 2019-20	180	3	177
North of England Masters 2019-20	151	8	143
South of England Masters 2019-20	210	11	199
East of England Masters 2019-20	171	9	162
Midlands Masters 2019-20	190	12	178
AJ Bell British National Masters Squash Championships 2020	255	23	232
Totals	1,398	77	1,321

FINANCIAL REVIEW



DEPARTMENTAL INCOME & EXPENDITURE £'000

1. MEMBERSHIP	2019/20	2018/19
INCOME		
Membership fees	498	454
Total income	498	454
EXPENDITURE		
County Rebates	97	76
Membership Services	113	165
Staff	0	32
Total Expenditure	209	273
2. COMPETITIONS & EVENTS		
INCOME		
British Open	313	319
Entry fees	174	180
Other	36	61
Total income	524	560
EXPENDITURE		
British Open Costs	378	352
Event Costs	278	236
Staff	0	1
Total Expenditure	656	589
3. PARTICIPATION		
INCOME		
Miscellaneous Grants	33	0
Total income	33	0
EXPENDITURE		
Development Budgets (Schools, Youth, Leisure Centres etc)	262	224
Staff	191	182
Total Expenditure	453	406

DEPARTMENTAL INCOME & EXPENDITURE £'000

4. MARKETING & COMMERCIAL 2019/20 2018/19

INCOME

Commercial & Marketing	51	40
Total income	51	40

EXPENDITURE

Branding Materials/Collateral	71	22
Strategy Development	0	0
Other	0	0
PR Costs	8	7
Staff	169	131
Insight	0	0
Website/CRM Development	51	95
Total Expenditure	299	255

5. SUPPORT SERVICES 2019/20 2018/19

INCOME

Approval fees	0	0
Legacy	20	140
Interest	3	1
Total income	23	141

EXPENDITURE

Depreciation	9	16
Insurance	22	23
Irrecoverable VAT	124	143
Office Costs	29	27
Strategy Development	8	4
IT maintenance and infrastructure	20	21
Other	96	120
Legacy	20	90
Printing	66	109
Professional Fees	78	101
Rent	12	10
Staff	282	208
Total Expenditure	765	872

DEPARTMENTAL INCOME & EXPENDITURE £'000

6. PERFORMANCE & EDUCATION 2019/20 2018/19

INCOME

EDP	14	11
Coaching Courses	114	97
Talent Pathway	5	10
Total income	132	118

EXPENDITURE

Competition Programme Support	5	13
Personal Awards	132	130
Training and Preparation (Squads, Coaching)	352	370
Technology and Equipment	17	40
Coach and Tutor Development	33	18
Science and Medicine Support	51	52
Other	0	0
Staff	275	269
Total Expenditure	864	892

7. SPORT ENGLAND & OTHER GRANT INCOME 2019/20 2018/19

INCOME

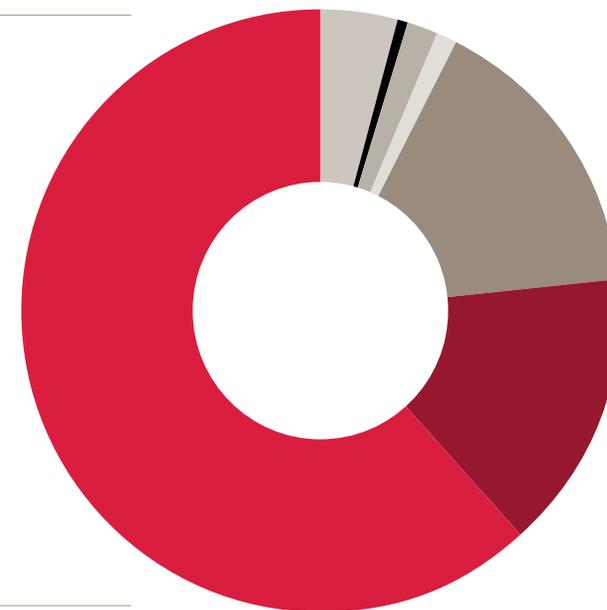
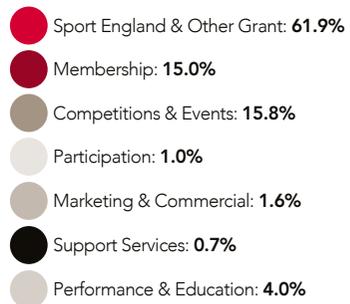
Other Grant income	0	20
Revenue Grant	2,047	2,059
Total income	2,047	2,059

EXPENDITURE

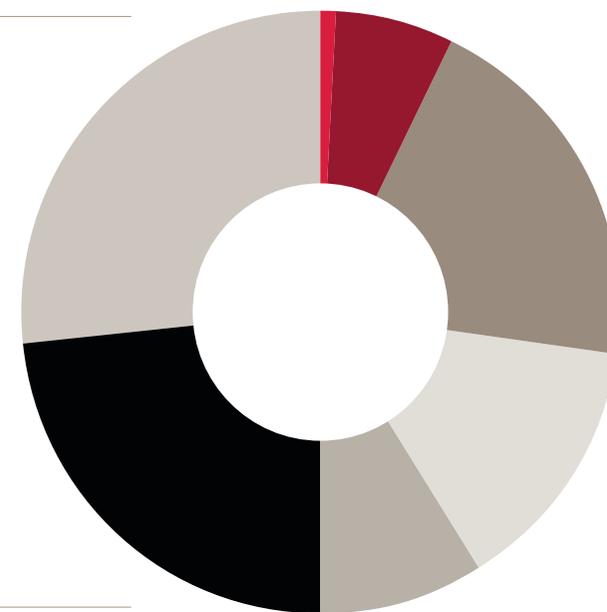
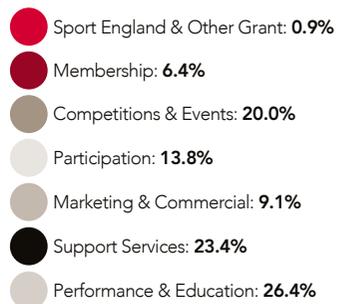
Capital Investment	30	0
Total Expenditure	30	0

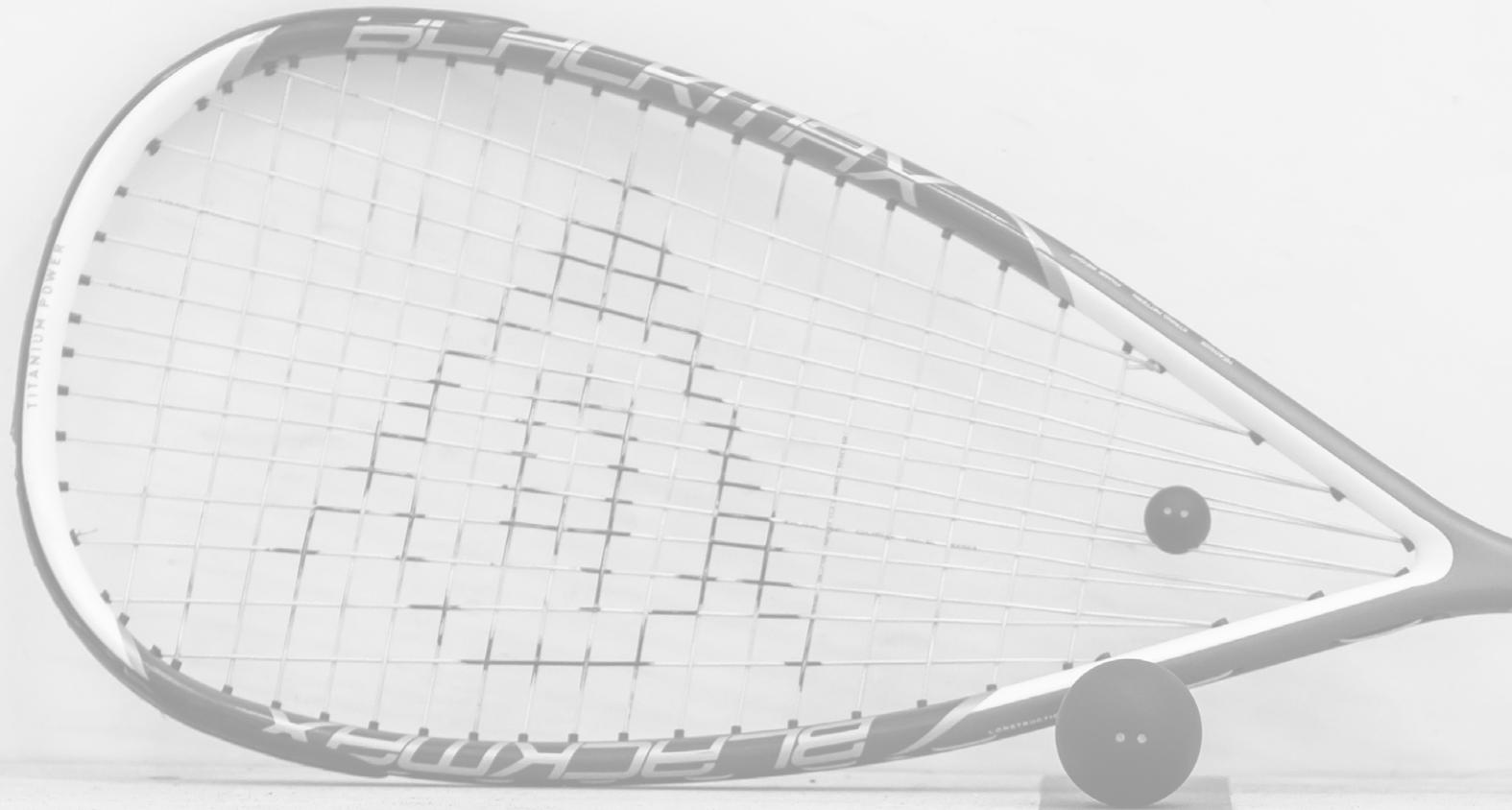
FINANCIAL REVIEW

INCOME 2019/20



EXPENDITURE 2019/20





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