
ENHANCING SQUASH

2017-2021





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"THIS STRATEGY MARKS A TURNING POINT FOR ENGLAND SQUASH THAT WILL MOVE US TOWARDS OUR VISION OF BEING THE NUMBER ONE RACKET SPORT IN ENGLAND."



Since joining England Squash in May 2016 I have been impressed by the application, commitment and enthusiasm shown by everyone in the organisation: this has resulted in significant achievements. Despite a particularly challenging period, which has included a further reduction in staff numbers, the team has continued to develop successful participation campaigns such as Squash Girls Can and Squash 101 across an increasing number of facilities, attracted major events to the country (including the upcoming 2017 World Championships), implementing a new commercial strategy, made wide-ranging and significant improvements in governance and continued to achieve junior and senior success on the world stage. Furthermore, we have entered into an exciting collaboration with US Squash that will make a step change in our technological capabilities.

It would be remiss of me not to mention the work of Keir Worth, the Executive team and the Board under whose leadership and direction we have successfully navigated our progress to date. Although none of us should underestimate the challenge ahead, this strategy marks a turning point for England Squash that will move us towards our vision of being the number one racket sport in England. The technology solution that underpins this strategy, coupled with a world class suite of content and programmes, will place us at the forefront of English sport whilst at the same time providing greater autonomy for our partners 'on the ground' to continue to enhance the Squash experience.

These are exciting times. I look forward to delivering on this strategy with the team and reporting further success.

Joy Carter



"LOOKING AHEAD, THE GOVERNMENT'S AGENDA HAS SHIFTED FOCUS, WHICH WILL RESULT IN SIGNIFICANT FUNDING REDUCTIONS DURING THE 2017-21 CYCLE. OUR RESPONSE WILL BE POSITIVE AND PROACTIVE."



The past three years have witnessed unprecedented change for England Squash. The organisation has succeeded in following a new strategic path, implementing a company-wide rebrand and undergoing a major restructure and downsizing. During this time, we have managed to achieve our core strategic goals as agreed with Sport England, including stopping the decline in participation.

On behalf of the team I would like to take this opportunity to thank Joy and the newly formed Board whose advice, challenge and support has proved invaluable over the last year.

Looking ahead, the government's agenda has shifted focus, which will result in significant funding reductions during the 2017-21 cycle.

Our response will be positive and proactive. The new Sport England strategy provides the catalyst to implement changes that can dramatically reduce our reliance on funding through generation of our own revenues. England Squash is committed to supporting the traditional infrastructure of county associations, clubs, coaches and officials to grow the game through key programmes (e.g. Squash101) and campaigns (e.g. Squash Girls Can), but will need to apportion resources in a significantly different manner.

England Squash has previously identified a proposition that has the capacity to move towards financial independence by utilising our assets more effectively and through refining our existing strategy, we can focus primarily on those areas that will deliver a better squash experience and generate revenues to sustain the sport and the organisation.

The underpinning strategic goal is to cater for the needs of players, coaches, officials and clubs by creating a technology-driven membership proposition.

This strategy will:

- Continue to build a model sport's Governing Body that enables participation and enjoyment of Squash whilst delivering a robust talent pathway and successful performance programme.
- Deliver a membership scheme that caters to and encourages players and coaches of all levels.
- Form a progressive organisation with an enhanced international reputation.

The following document outlines the proposed vision, principles and strategic pillars that will give England Squash the best possible opportunity to thrive.

Keir Worth

VISION

TO MAKE SQUASH THE **#1** RACKET SPORT IN ENGLAND.

WHAT DOES THIS LOOKS LIKE?

HIGH PERFORMANCE

- MEN'S, WOMEN'S & JUNIOR WORLD TEAM MEDALLISTS
- TOP THE COMMONWEALTH GAMES MEDAL TABLE
- SENIOR & JUNIOR EUROPEAN CHAMPIONS

MEMBERSHIP

- FASTEST GROWING MEMBERSHIP

COACHING

- THE BEST SUPPORTED AND ENABLED COACH NETWORK

INNOVATION

- THE FIRST TO ACHIEVE A TRANS-ATLANTIC PARTNERSHIP FOR THE BENEFIT OF SQUASH AND SQUASH PLAYERS

MISSION

TO CREATE A THRIVING SQUASH COMMUNITY BY REDEFINING AND ENHANCING THE SQUASH EXPERIENCE FOR PLAYERS, COACHES, OFFICIALS AND VOLUNTEERS, THAT ENABLES US TO SUSTAIN THE SPORT, MAXIMISE REVENUE POTENTIAL AND DEVELOP WORLD LEADING TEAMS AND INDIVIDUALS.

VALUES



1

Relevant & Responsive **CONNECTING**

We will support and grow the game to encourage and engage with everyone; irrespective of social background, ethnicity, ability or gender.

We will focus on understanding our players, our partners and everyone associated with squash by communicating effectively; in what we say, how we say it and how we listen.





2

Passion with purpose **DRIVING**

We will always seek to inspire and be inspired by the game whilst ensuring that we focus all our efforts in delivering our strategy.

We will be champions for squash and for our organisation whilst maintaining our self awareness to stay on top of our game.

We will stay grounded with humour and be aspirational without limit; using our head and heart.

3

Innovative & Informed **ADVENTUROUS**

We will constantly push ourselves to provide creative solutions to our challenges - building on all available insight.

We will celebrate and respect our game's rich heritage but never allow that to compromise our delivery of squash to new audiences and players.

We will always challenge ourselves and others in the interests of the game.



OUR STRATEGIC AIMS

BY 2021 ENGLAND SQUASH WILL
BE RECOGNISED BY PLAYERS,
PARTNERS AND STAKEHOLDERS
IN THE FOLLOWING AREAS:

GOVERNANCE:

Adhering to the highest
standards of organisational
governance.



MEMBERSHIP:

Providing a membership
model that caters to and
provides benefits for anyone
interested in playing or
coaching squash, irrespective
of their ability.



PROGRAMMES:

Enabling and supporting
partners to be at the forefront
of adult and junior player
recruitment and retention.



TALENT & HIGH PERFORMANCE:

Providing a support and
development programme
that identifies, develops
and delivers world leading
individuals and teams.



COMMERCIAL:

Creating a diversified and
effective revenue model that
minimises risk and reduces
dependency on funding.



1

GOVERNANCE

AIM

Adhere to the highest standards of organisational governance.

HOW WE AIM TO ACHIEVE THIS



SUCCESS CRITERIA

By end of Q4 2017, adhere fully to the UK Sports Governance Code.
International recognition as a leading Squash federation.
Partners recognise the benefits of our approach.



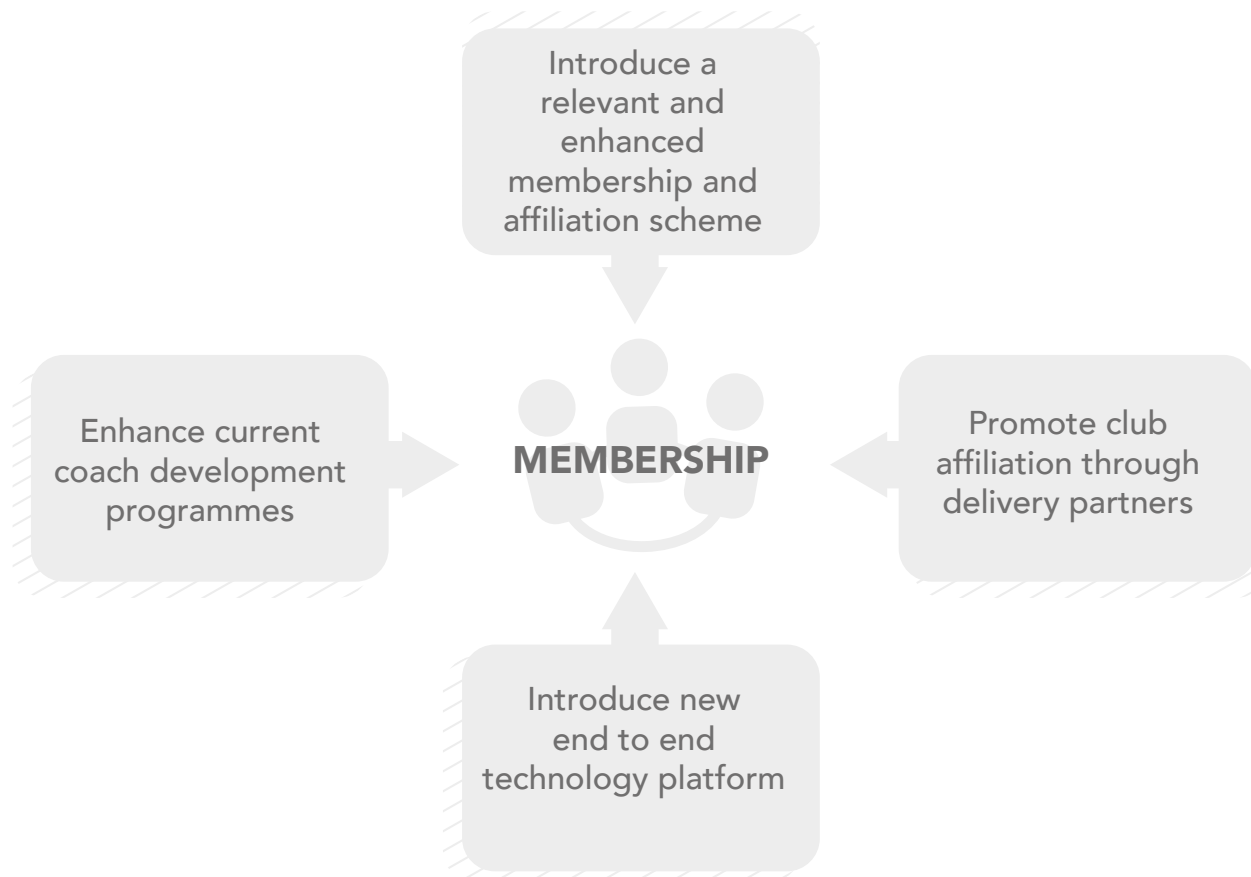
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MEMBERSHIP

AIM

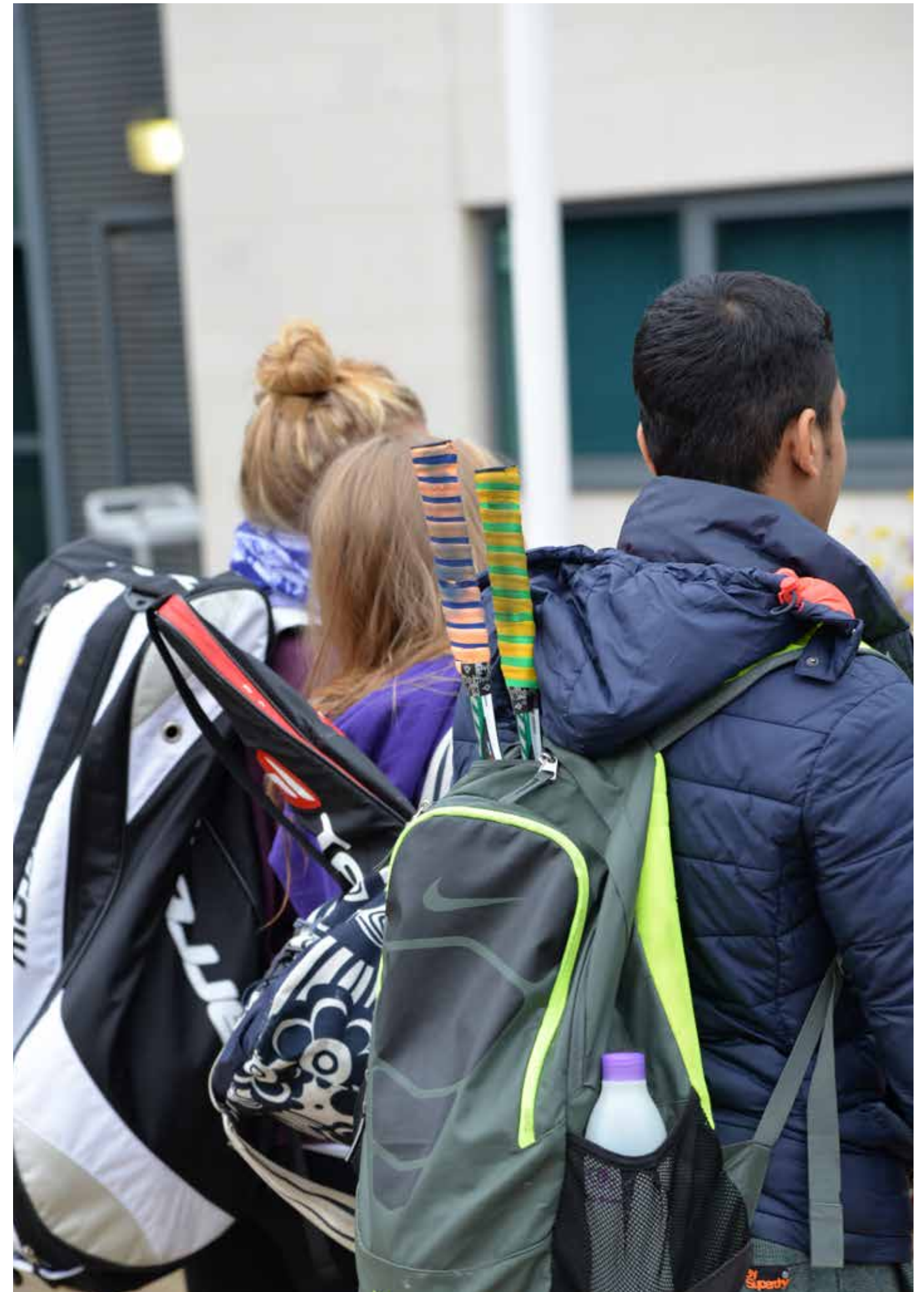
Provide a membership and affiliation model that caters to and provides benefits for anyone interested in playing, coaching and promoting squash.

HOW WE AIM TO ACHIEVE THIS



SUCCESS CRITERIA

- Implement new membership scheme by Q4 2017
- Enhanced technology platform available by Q3 2018
- Increase membership income by 100% by Q4 2021
- Increase the number of coach members by 30% by Q4 2021



3

PROGRAMMES

AIM

Enable and support partners to be at the forefront of adult and junior player recruitment and retention.

HOW WE AIM TO ACHIEVE THIS

We will empower County Associations through the regional & national forums, implement a club and facility engagement programme and develop player engagement programmes, campaigns and resources to support delivery at affiliated facilities.

National & Regional Forums

Club and facility provider engagement programme

PROGRAMMES

Programmes & Campaigns

- Squash 101
- Squash Girls Can
- Squash 57
- Junior Squash 101

Provision of facility support

Resources and promotional materials

SUCCESS CRITERIA

Increase in people playing squash and membership via Leisure Providers, Higher Education and our Club network
Benefits of the Forums acknowledged by partners



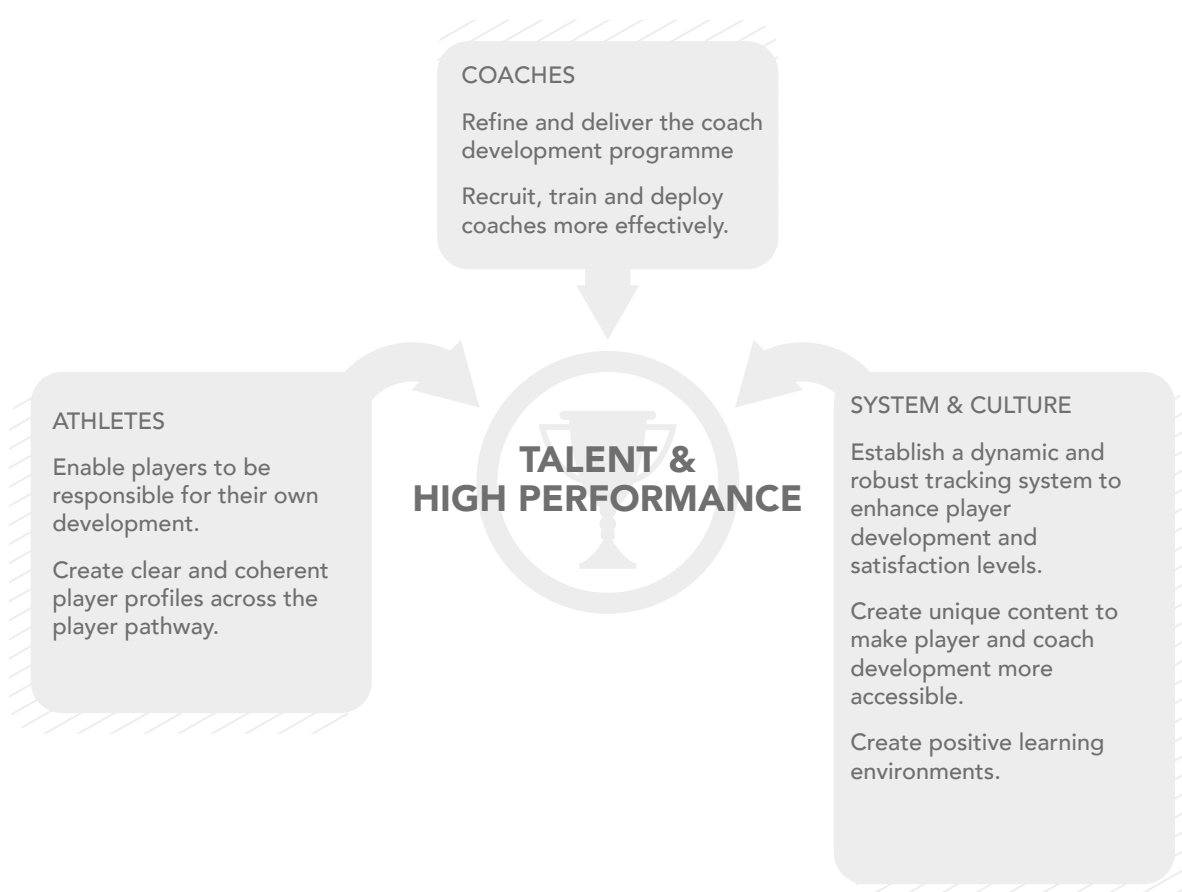
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TALENT & HIGH PERFORMANCE

AIM

Provide a support and development programme that identifies, develops and delivers world leading individuals and teams.

HOW WE AIM TO ACHIEVE THIS



SUCCESS CRITERIA

Ensure our teams achieve success and medal in World, European and Commonwealth competitions at junior and senior levels.



5

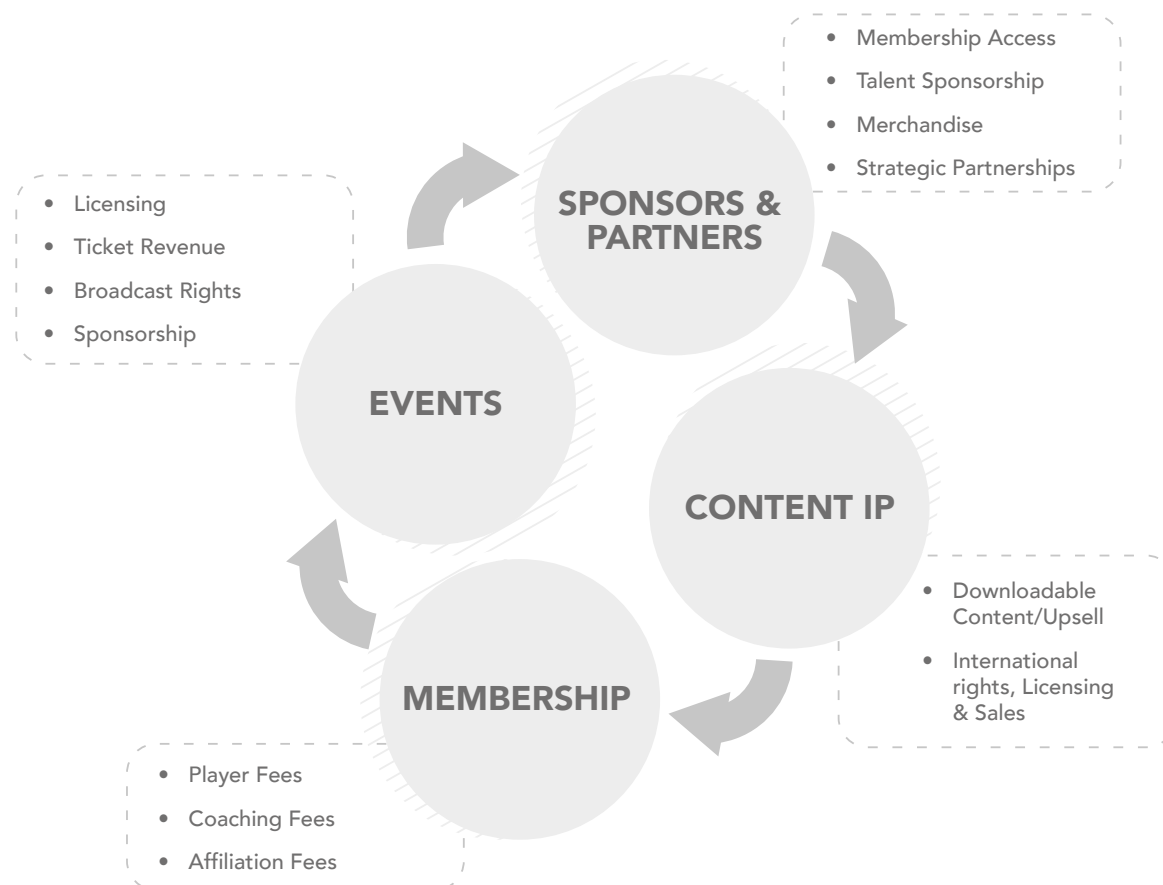
COMMERCIAL

AIM

Create a diversified and effective revenue model that minimises risk and reduces dependency on funding.

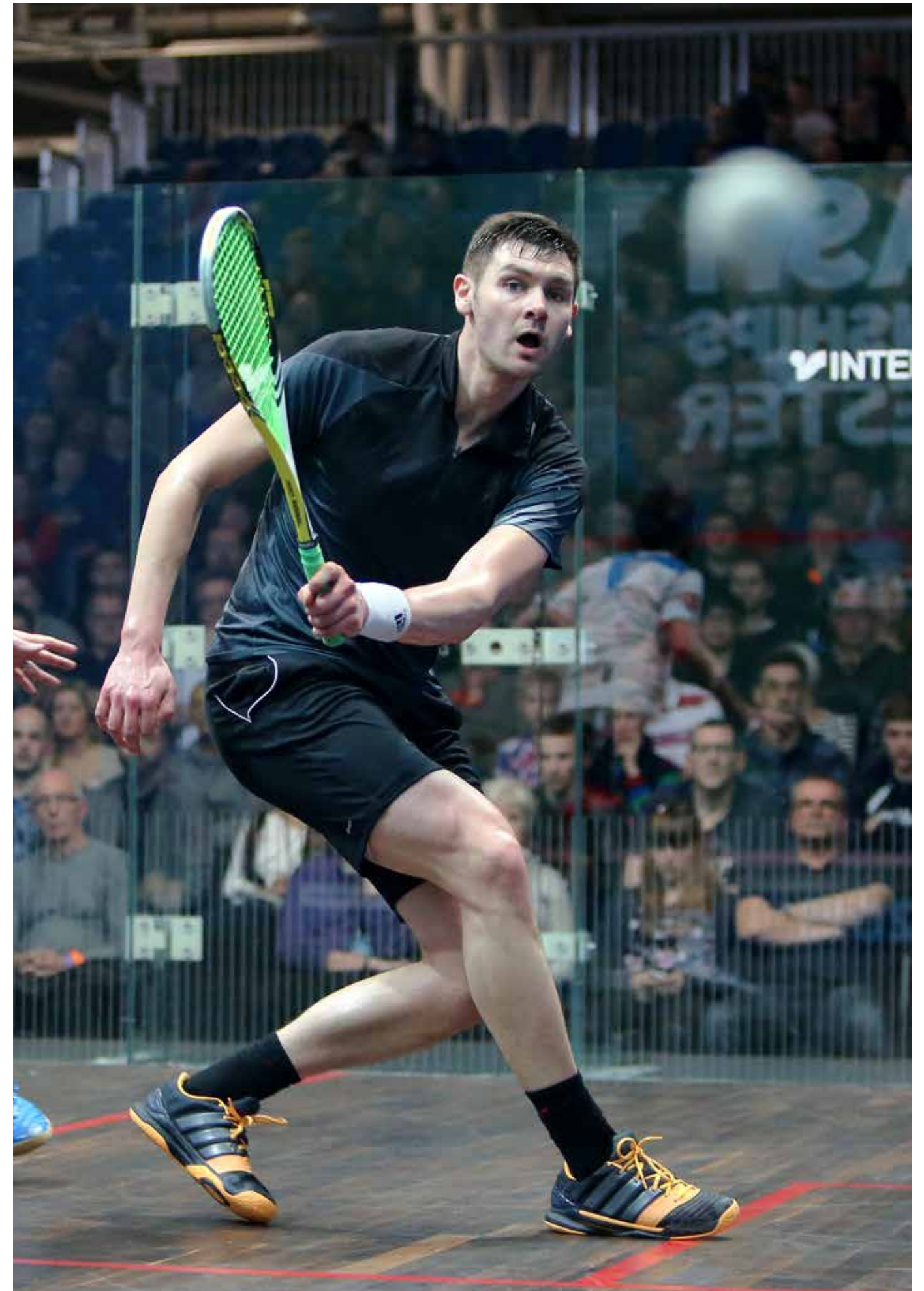
HOW WE AIM TO ACHIEVE THIS

Develop a robust membership fee based model and our Intellectual and Events Rights Portfolio to identify and deliver revenue opportunities that reduce administration and risk.



SUCCESS CRITERIA

Increase overall revenue by 60%.



VALUES

VISION & MISSION

AIMS

SUCCESS

CONNECTING

We will support and grow the game to encourage and engage with everyone; irrespective of social background, ethnicity, ability or gender.

We will focus on understanding our players, our partners and everyone associated with squash by communicating effectively; in what we say, how we say it and how we listen. We will lead the game forward with pride whilst staying humble in what we say and do; looking after each other so we can look after others.

DRIVING

We will always seek to inspire and be inspired by the game whilst ensuring that we focus all our efforts in delivering our current strategy.

We will be champions for squash and for our organisation whilst maintaining our self awareness to stay on top of our game.

We will stay grounded with humour and aspirational without limit; using our head and heart.

ADVENTUROUS

We will constantly push ourselves to provide creative solutions to our challenges - building on all available insight.

We will celebrate and respect our games' rich heritage but never allow that to compromise our delivery of squash to new audiences and players.

We will always challenge ourselves and others in the interests of the game.



To make squash the #1 racket sport in England.

To create a thriving squash community by redefining and enhancing the squash experience for players, coaches, officials and volunteers,

THAT enables us to sustain the sport, maximise revenue potential and develop world leading teams and individuals.

GOVERNANCE

Adhere to the highest standards of operational governance.

BY END OF Q4 2017 ADHERE FULLY TO THE UK SPORTS GOVERNANCE CODE.
INTERNATIONAL RECOGNITION AS A LEADING SQUASH FEDERATION.
PARTNERS RECOGNISE THE BENEFITS OF OUR APPROACH.

MEMBERSHIP

Provide a membership and affiliation model that caters to and provides benefits for anyone interested in playing, coaching and promoting squash.

IMPLEMENT NEW MEMBERSHIP SCHEME BY Q4 2017
ENHANCED TECHNOLOGY PLATFORM AVAILABLE BY Q3 2018
INCREASE MEMBERSHIP LEVELS BY 100% BY Q4 2021
INCREASE THE NUMBER OF COACH MEMBERS BY 30% BY Q4 2021

PROGRAMMES

Enable and support key partners to be at the forefront of adult and junior player recruitment and retention.

INCREASE IN PEOPLE PLAYING SQUASH AND MEMBER NUMBERS VIA LEISURE PROVIDERS
HIGHER EDUCATION AND OUR CLUB NETWORK
BENEFITS OF THE FORUMS ACKNOWLEDGED BY PARTNERS

TALENT & HIGH PERFORMANCE

Provide a support & development programme that identifies, develops and delivers world leading individuals and teams.

ENSURE OUR TEAMS ACHIEVE SUCCESS AND MEDAL IN WORLD, EUROPEAN AND COMMONWEALTH COMPETITIONS AT JUNIOR AND SENIOR LEVELS

COMMERCIAL

Creating a diversified and effective revenue model that minimises risk and reduces dependency on funding.

INCREASE OVERALL REVENUE BY 60%



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