
2016/17

ANNUAL REPORT

England Squash
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CHAIRMAN'S REPORT:

The organisation has continued to evolve considerably over the past year, particularly as the new Board have grown accustomed to the challenges the organisation faces and the responses required to overcome them. Given the commencement of a new 4-year funding cycle with Sport England in April 2017, the focus has been on meeting the demands of the new governance code and aligning the work of the organisation to meet the demands of the new Sport England and Government strategies. Within the organisation itself, a further reduction in staff numbers has placed additional stress on the remaining team and I am grateful to the Executive and staff for their dedication and professionalism under extremely difficult circumstances. It is a significant compliment to the organisation that they have continued to deliver positive results across all areas of the business and maintained a positive relationship with our major funding partner, Sport England, during this turbulent period.

Although 'change' will continue to be a common theme during the coming cycle, I hope that a period of stability will follow the Sport England funding announcement, providing the organisation with an opportunity to focus exclusively on the work at hand – helping to lead, support and grow the game throughout the country.

I am confident that with Sport England's backing and the support of key stakeholders, England Squash will continue to play a leading role in both the domestic and international squash scenes.

The Board believes that we now have the team and strategies in place to make a real difference and the forthcoming year should be one of progress and positivity as the organisation moves from a period of significant challenge to one of opportunity and growth throughout the game.

Joy Carter
Chairman



CEO INTRODUCTION:

The past 12 months has seen a further period of significant change, both within the sport and the wider sporting landscape. England Squash has again needed to downsize in order to prepare for a reduction in lottery funding and is now a much smaller organisation than it was even 12 months ago, with fewer than 20 full-time staff.

I am proud of the way the team has adapted to the new challenges facing National Governing Bodies (NGBs), in particular around the new role they will be required to play in the sporting landscape and the reduced funding opportunities available.

Despite changes to the Government and Sport England strategies, the challenges England Squash face remain largely the same – recruiting and retaining more players to participate more regularly, to better support our vibrant, thriving squash communities; protecting and developing facilities and the continued development of an effective talent pathway which will culminate in a new generation of world class athletes. Alongside these perennial ambitions, we must also continue to adhere to and improve upon issues of governance in order to meet the new standards set by Government. The organisation has made significant progress over the past year in this regard including the appointment of a new skills-based Board. Key governance challenges that remain relate to required changes to the Articles of Association that our members will need to decide upon later in 2017.

Priorities over the coming year include the launch of a new and greatly improved membership and affiliation scheme, the continued development of technology that provides both value and solutions to members and the continued expansion of our key participation programmes, Squash 101, Junior 101 and Squash Girls Can through our partners.

The progress England Squash has made this year, despite the challenging environment for NGBs, has been very positive. With the support of the new Board and Sport England, the organisation has a clear strategy to take the game forward across key areas - participation, performance and marketing & communications. We are a small but highly ambitious organisation with much to be proud of. Most importantly, we have a great game to promote and grow and thousands of fantastic volunteers passionate about achieving the same end goal.

I believe that 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

Participation in squash has stabilised over the past 2 years and the previous year-on-year decline appears to have been halted.

The Partnerships and Programmes Team continue to support partners to deliver effective participation activities through the suite of 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. The tactics tracker remains an effective way to assess progress against key objectives and regular meetings, communications and engagement events help share what the team are working on with partners.

1.1 Club Support

The new Club toolkit has been developed, including resources, support materials, videos and images to help clubs grow and deliver England Squash programmes.

England Squash continue to encourage clubs to seek further support from Club Matters, The Child Protection in Sport Unit (part of the NSPCC) and Clubmark.

1.2 Universities

The national university programme has grown from last year with 14 Squash 101 training days planned for key universities with the goal of attracting and training new leaders from 25 universities. England Squash remain engaged with BUCS and are working closely with them to improve our shared understanding of how students can be engaged in the sport.

1.3 Public Facilities

England Squash have maintained partnerships with 7 major operators that collectively manage over 150 sites with squash courts. The partnerships have been built on understanding the needs of each operator and finding a way to improve their understanding and use of squash, principally through Squash 101, Squash Girls Can and data driven campaigns targeting specific member types. The partnerships have proven useful in a number of scenarios beyond the delivery of programmes including helping us gather insight, test new ideas and develop new resources.

1.4 Workforce

The training workshop for Squash 101 Leaders has continued to evolve based on feedback and examples of good practice. The Squash 101 content has now been incorporated into the Level 1 coaching course.

The Referee Advisory Group has been established and has been a useful route to engage with this group of important squash stakeholders.

The Polar workforce awards will again be delivered in the Autumn with various award categories that recognise the unique contribution of volunteers across all aspects of the game.

1.5 Regional and National Forums

Approximately half of the forums are working well and are having a positive impact locally, England Squash remain committed to the concept and will work with the County Associations to evolve and improve their effectiveness across the network. In addition to the forums, work with the County Associations will also continue through a range of new and evolving communication and engagement avenues and we are positive about the future of these critical partnerships.

1.6 Junior Participation

Junior 101 was launched over the summer – an interactive and easy to use coaching tool to encourage junior participation from age 5 upwards. England Squash have also remodelled the player pathway and continue to support events at various levels across the country.

1.7 Facilities

Sport England will not award any capital funding to England Squash during the current cycle. A process and template has been developed to provide information and remote support to any facility where court closures are a threat. A report was completed in 2016 that provided important insight that improved understanding of the challenges facing facilities and possible areas for England Squash to focus attention moving forward.

2. DEVELOPING TALENT AND IMPROVING PERFORMANCE

DEVELOPING TALENT AND IMPROVING PERFORMANCE

The past year has seen significant changes to the way the talent and performance programmes have been delivered, despite this, there have been significant achievements at both World and Junior levels.

2.1 Team England

In November 2016, the Ladies won the Silver medal at the World Team Championships in Paris narrowly losing 2-1 to Egypt in the final. Laura Massaro beat World No.1 and World Champion Nour El Sherbinbi 3-1 in the top match. The Ladies continued their form by dominating the British Open in March 2017 where we had an all-English final for the first time since 1991. Laura Massaro won her 2nd British Open title by beating Sarah Jane Perry 3-1 in the final. Nick Matthew also reached the final of the Men's event to give England 3 out of 4 finalists in the most prestigious event in squash after the World Championships.

England ladies retained the European Team Championships beating France in the final and then Laura went on to win the World Series final in Dubai beating the top 8 ladies in the world to be crowned World Series Champion 2017. James Willstrop added depth to England's success by reaching the final of the World Series Championships and then beat World No.1 Gregory Gaultier to become European Champion 2017.

Following an intensive summer of Commonwealth Games doubles preparation, Team England had success at the World Doubles Championships in Manchester. Jenny Duncalf & Alison Waters held 2 match balls en-route to their eventual defeat to defending Champions, New Zealand. Daryl Selby & Alison Waters also won a silver medal in the mixed final losing 2-1 and James Willstrop & Declan James won Bronze in the Men's doubles. Team England are currently preparing for the tournament season ahead with the Men's World Team Championships in November, The World Open in December and then the Commonwealth Games, Gold Coast April 2018.

2.2 World Rankings

England currently have 5 women ranked in the top 16:

Laura Massaro	#4
Sarah Jane Perry	#6
Alison Waters	#8
Emily Whitlock	#13
Vicky Lust	#16

England currently have 3 men ranked inside the top 12:

Nick Matthew	#4
James Willstrop	#6
Daryl Selby	#12

2.3 England Academy

The Academy programme has been decentralised in response to cuts in Lottery funding. We have now reverted to 14 x 3-day training camps to be held at the National Centre for the coming year. This will allow us to extend invitations to our top England Development Programme (EDP) players whilst still providing the right training environment for our Academy players. Our top Team England players have been 'dropping in' on an ad-hoc basis in between tournaments to provide a truly World Class atmosphere. The Academy players benefit from fitness testing, bespoke training programmes, remote monitoring between camps, face to face contact and mini squads in their home environments.

Recent Achievements From England Academy Players:

- Sarah Jane Perry was a product of the England Academy and has recently achieved her highest ever World Ranking of World #6
- Declan James - World Ranking of World #35, made his Senior International debut at the European Men's Team Championships April 2017
- Millie Tomlinson – Obtained highest ever World Ranking of #22 and Silver medal at the European Individual Championships
- Richie Fallows - Obtained highest ever World Ranking of #58 and had significant wins against top 40 players in 2017
- Charlie Lee – British U19 Champion. Best win in 2017 was beating World #66 Harinder Pal Singh (India)
- Patrick Rooney – World #99. European Junior Champion in 2016 with several wins against World top 80 players in 2016/17
- Lucy Turmel – A recent member of England Academy (British Junior Champion)
- Elise Lazarus – A recent member of England Academy (British U17 Open Runner up)

2.4 England Development Programme & England Development Potential Programme

The focus of both squad groups has been on providing information that is consistent and that players can take into their home environments to work on themselves. Each squad has focused on technical aspects of solo and ghosting and an emphasis on developing a consistent work ethic and psychological robustness. Players have also been asked to deliver short presentations in groups during workshops encouraging them to think about a variety of facets within the game.

Coaching themes that are 'ever present' during every squad have been developed, this provides coaches and players with consistency.

Laura Massaro has been actively involved at most squads, working and talking to the players, she is the perfect role model for the aspiring players.

2.5 Junior Performance Summary

England took the Bronze medal at the recent Women's World Junior Championships held in New Zealand. This matched the Men's World Junior Team result from the previous year. England retained the U19, U17 & U15 European Team Championships as well as the Five Nations. England had two finalists (Elise Lazarus - U17 Girls and Sam Osbourne-Wylde - U13 Boys) at the 2017 British Junior Open, in addition England also had three semi-finalists.

At the Senior British Open, junior players Lucy Turmel (age 17) and Elise Lazarus (age 16) both beat World top 40 players during the qualifying rounds. Turmel went on to finish 5th at the senior European Individual Championships with Lazarus finishing 8th.

2.6 Coach Education and Development

We continue to develop and connect with the wider network of coaches working within the system. In the period April 2016 – March 2017 we ran the following courses:

- 2** Leaders courses with **20** candidates
- 35** Level 1 courses with **333** candidates
- 10** Level 2 courses with **94** candidates
- 1** Level 3 course with **16** candidates

Additionally, we have delivered 2 coaching conferences with 40 coaches attending.

We have reviewed our coach education courses and launched a revamped level 1 and level 2 courses, they are now under different names, Participation Coach Award and Club Coach Award respectively. We have reduced the cost of the courses and changed the format to reduce the delivery time needed

3. MARKETING AND PROMOTING WHAT WE DO

MARKETING & PROMOTING WHAT WE DO

3.1 Technology

Having launched our new website in 2016, a step change in the organisation's commitment has been realised. Not only does the website now reflect our brand with a fresh, modern and relevant design and interface, significant administrative efficiencies have been realised, with members easily able to manage their own data (including viewing their qualifications), update their membership, enter events and book coaching courses – all at the click of a button.

However, we are keen to continue the improvements achieved to date and significant effort is being invested in developing and implementing the next generation of digital tools that will drive further improvements in processes across not just the organisation but the sport as a whole. These will focus in particular on how we can work with partners to better manage competitive structures, improve the management and administration of areas like rankings, coach education, club affiliation and membership.

3.2 Membership & Affiliation Review

We have consulted widely with counties, clubs and individual members in order to gather comprehensive feedback on how we can significantly improve the value we offer to the squash community through our affiliation and membership programmes.

Through working closely with the squash community, we are building a new membership and affiliation offer which enables us to support the clubs, coaches and other partners that help the game thrive at all levels. Digital support will again be at the heart of the package, and we look forward to delivering some exciting new benefits that will add real and tangible value for our clubs and members.

3.3 PR & Communications

Significant efforts have been made to improve the way we communicate with key partners. Newsletters and website content have been redesigned and content is being developed for affiliated clubs and individual members.

We now have over 11,000 followers on Twitter and over 5,500 connections on Facebook. Strategic use of Instagram and Snapchat around major events has been popular with younger fans and we will continue to seek new platforms to help us engage with stakeholders and reach new audiences.

4. COMPETITIONS & EVENTS



COMPETITIONS - THE HEART OF THE SPORT

Following months of extensive consultation with players, tournaments and parents during 2016, we have begun implementing a number of significant changes to enhance our junior competition pathway for the 2017/18 season.

From the feedback collated, the shared ambition is to create a level playing field and provide more opportunities for juniors to flourish, whatever their age or ability.

4.1 Competition calendar

We have created an integrated calendar showcasing all our events including junior sanctioned events, seniors, masters and PSA events. We are also looking at ways to create and host a public calendar which players/parents can subscribe to, which will contain details of our events and performance squads.

4.2 Junior regulations

The competition regulations have been updated to reflect the changes in competition format and provide clarity for tournament organisers, players and parents. Some quite significant changes have been made, and a further graded sanctioned event tier added to benefit newer players and those less likely to travel for competitions.

- Tournament Organisers must have completed and passed the new on-line Tournament Organisers workshop
- All matches must be played on courts affiliated to England Squash and organised by an affiliated club
- All entries are on-line through the England Squash website
- The preferred competition format is the full Monrad and it is the compulsory format for Silver, Gold & Platinum competitions
- A minimum draw size of 16 must be offered. Knockout draws with Plate competitions are only permitted in "Bronze" and the new "Copper" events

4.3 Standardisation

We have created a Tournament Organisers guide to ensure all events have a consistent minimum standard to ensure a better participant experience. Use of the new 'sanctioned event' logo signifies to players that the event is of the required standard and that results will be used for ranking purposes and that the tournament will be administered according to the England Squash Sanctioned Event Regulations.

4.4 Tournament Organiser Workshop And Junior Referee Course

We have introduced a number of new measures aiming to upskill those involved in the running of tournaments and to ensure junior players are comfortable and confident refereeing matches.

- In order to run an event, the event organizer must achieve the pass mark (28/30) on the new online questionnaire. This is an important step towards improved standardisation of all squash events and an improved customer experience
- An online Junior Referee Course is now one of the criteria to appear on the ranking system. The course will be finalized in the Autumn of 2017 and must be completed by all juniors by January 1st 2018. The course can also be taken by parents and guardians should they also wish to gain a better understanding of the game.

4.5 Changes To National Junior Rankings

The new rankings policy is part of a suite of changes introduced to enhance our junior competition pathway and follows extensive consultation with players, tournament organisers and parents. As anticipated, application of the new policy for the first time has resulted in some changes to individual player rankings, but has otherwise been well received.

4.6 County Competitions

Ranking points for county competitions will be removed for the 2017/18 season. Research clearly shows that they can negatively impact player rankings as these points are not available to all participants in every county. Some counties run county championships and county teams, others do not. This is an important step in leveling the playing field for all junior players.

4.7 New software for Rankings

The new Junior Rankings are produced using purpose-built software within the new Club Locker platform as part of our new partnership with US Squash. We are collaborating with US Squash through a joint venture established to provide a number of significant improvements for England Squash clubs and members in the future.

4.8 Sanctioned Events Changes

A new procedure has been introduced for prospective host clubs to apply for sanctioned events. There will be two windows for clubs to apply to host Silver, Bronze and Copper events. During these periods, all applicants must have passed the online workshop and complete the sanctioned event application form.

The calendar will then be confirmed by the end of October and closed for the remainder of the season.

4.9 Levels Of Competition

There will now be five levels of junior competition for the forthcoming season:

- **PLATINUM** - The highest level of competition, restricted to world class junior events
- **GOLD** - A three to four day competition which is the largest and most prestigious level of domestic junior squash tournament and attracts the highest ranked junior players from all age groups
- **SILVER** - Attracting higher ranked English players, there are 8 standalone Silver sanctioned events this season
- **BRONZE** - These 2 day sanctioned competitions are aimed at local juniors who play at a club or county level. Games will be played as best of five games
- **COPPER** - The newly introduced Copper events are an entry-level competition aimed at locally based juniors who are new to the sanctioned event circuit. Games will be played as best of three. This is the first step into sanctioned events and entry into the national ranking system

4.10 Number Of Events

In 2016/17 we delivered c.100 sanctioned events, for the 2017/18 season, this will be increased by c.20%.

4.11 Points Changes

Flat-rate points will be awarded for all age groups. Playing up an age category will not provide additional ranking points.

4.12 Major events

A rigorous bidding process, whereby all major events where put out to tender, is now in place to ensure fairness and transparency in event allocation.

England Squash aim to utilize major events to meet to following objectives:

- **HIGH PERFORMANCE** - To host events in England which support the creation of a new generation of world leading players
- **PARTICIPATION** - To use the opportunities presented by hosting events in England to expand the number of people playing squash at a recreational level and to host events which help ensure that support player retention
- **MARKETING & COMMUNICATIONS** - To use events hosted in England to raise the profile of both England Squash and the sport in general and to create a platform for further investment through sponsorship
- **FINANCE & INTERNATIONAL RELATIONS** - To secure events which will have a positive financial impact on the game

4.13 Allocation of Major events

- English Junior Championships – HULL
 - British Junior Championships – NOTTINGHAM
 - British National Championships – MANCHESTER
 - British Junior Open Championships – BIRMINGHAM
 - British Senior Open Championships and Masters – MANCHESTER
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5. FINANCIAL REVIEW

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Departmental income and expenditure £ 000		
1. Membership	2016/2017	2015/2016
INCOME		
Membership fees	300	401
Total income	300	401
EXPENDITURE		
County Rebates	41	71
Membership Services	23	45
Staff	30	57
Total Expenditure	94	173

2. Competitions and events	2016/2017	2015/2016
INCOME		
British Open	362	302
Entry fees	193	275
Other	0	0
Total Income	555	577
EXPENDITURE		
British Open Costs	382	324
Event Costs	193	241
Other (Rankings, Referees etc)	0	7
Staff	117	105
Total Expenditure	692	677

3. Participation	2016/2017	2015/2016
INCOME		
Miscellaneous Grants	0	0
Total Income	0	0
EXPENDITURE		
Development Budgets (Schools, Youth, Leisure Centres etc)	311	168
Regional Offices	1	3
Staff	280	427
Total Expenditure	592	598

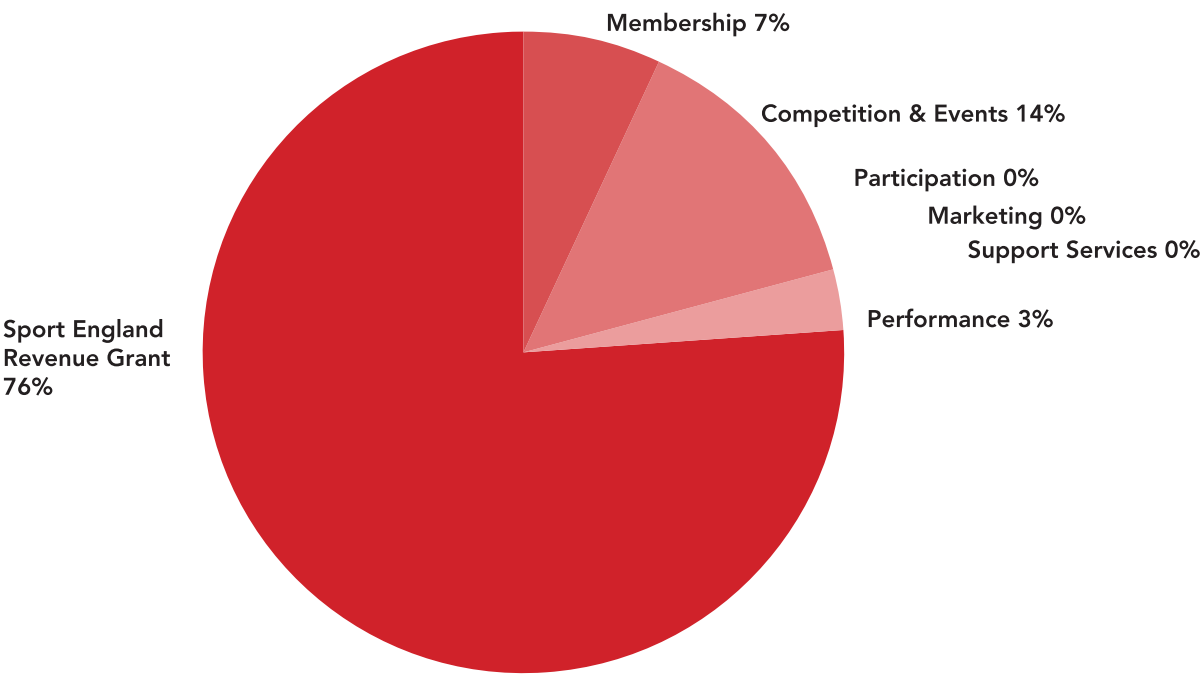
Departmental income and expenditure £ 000		
4. Marketing	2016/2017	2015/2016
INCOME		
Commercial & Marketing	4	8
Total income	4	8
EXPENDITURE		
Branding Materials/Collateral	49	60
Strategy Development	9	34
Other	3	0
PR Costs	53	34
Staff	183	130
Insight	35	39
Website/CRM Development	244	119
Total Expenditure	576	416

5. Support Services	2016/2017	2015/2016
INCOME		
Approval Fees	0	3
Interest	1	3
Total income	1	6
EXPENDITURE		
Depreciation	15	30
Insurance	26	35
Irrecoverable VAT	161	151
Office Costs	68	56
Strategy Development	16	0
IT maintenance and infrastructure	81	0
Other	50	42
Printing	-70	53
Professional Fees	74	58
Rent	19	17
Staff	222	198
Total Expenditure	662	640

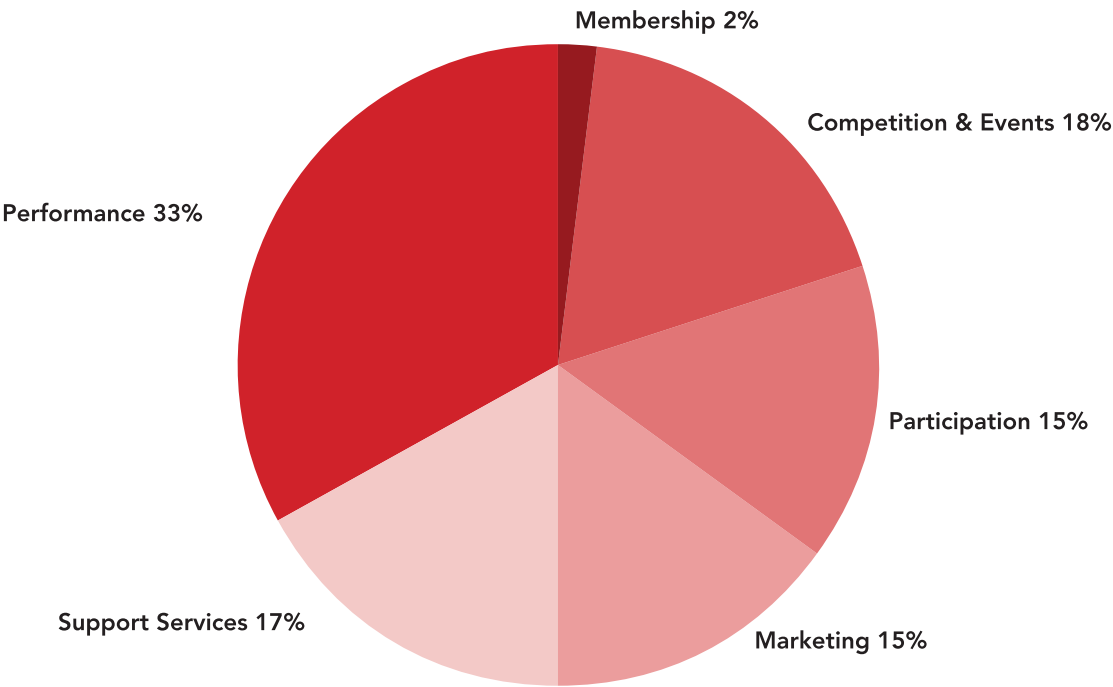
Departmental income and expenditure £ 000		
6. Performance	2016/2017	2015/2016
INCOME		
EDP	15	19
Coach Insurance	8	26
Coaching Courses	71	97
Coaching Conferences & Workshops	1	2
Grant Funding	0	0
Talent Pathway	5	9
Regional Academy Charges	0	3
Total income	100	156
EXPENDITURE		
Championship Costs (Sending Teams To Ws/Esf Championships)	0	0
Competition Programme Support	0	0
Personal Awards	205	232
Regional Academy Programme	51	64
Training and Preparation (Squads, Coaching)	295	178
Technology and Equipment	108	0
Coaching Conferences & Workshops	8	78
Coach and Tutor Development	16	3
Health Insurance for Programme Players	0	20
Science and Medicine Support	257	227
Other	39	0
Staff	320	421
Total Expenditure	1,299	1,223

7. Sport England	2016/2017	2015/2016
INCOME		
Capital Grant	0	400
Revenue Grant	3,054	2,848
Total income	3,054	3,248
EXPENDITURE		
Capital Investment	0	400
Total Expenditure	0	400

INCOME - 2016/17



EXPENDITURE - 2016/17





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