

ANNUAL REPORT

2015

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**England
Squash &
Racketball**

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CHAIRMAN'S REPORT:

The first half of the year was spent in concluding the essential changes in staffing to ensure that we were able to operate within substantially reduced income from Sport England and working up the new strategies for Participation and Performance to give the sport a structure for the future. Although slightly subsequent to the dates of the report, it is worth recording that we now have a strategy for Marketing & Communications which has been the first objective of our recently appointed Marketing & Communications Director, Darren Bernstein.

The new business to business model for the organisation has been developing during the period and it should be noted that Sport England have been supportive of the actions taken and recognise the time and effort that has been invested by the Executive Team, Keir Worth, Mark Williams and Tom Duggan.

In December, against a further set of poor Active People Survey figures, Sport England decided only to award one year of funding and recommended that the Board consider how effective it might be in managing the new ways that the business was going to develop. They offered to pay for a Consultancy study of the Board's skills and effectiveness and this process commenced in Q3 and continued through Q4 - the conclusions have been recently presented and the Board are presently considering the best way forward while ensuring that management of the company and governance steps are respected.

Financially, we have operated within our budgets, and have managed to turn in a small surplus and this is a good result given the severe changes that we have had to accommodate and curve balls that still keep appearing from left field.

The next 12 months will undoubtedly see further change. Most stakeholders are aware that I have announced my intention not to seek a second term as Chair - a volunteer can only be asked once to endure this kind of role in the circumstances that have prevailed - caused principally by unexpected events and some surprising external influence. Whilst the period has been severely challenging, it has been an honour to fulfil the role and I am confident that we are now in much better shape than for quite some time.

However, I must return to a theme from last year's report, our sports are great to play, but the number of new players is not yet sufficient to sustain our well being and we urge all those involved in squash and Racketball to focus on introducing new players to the sport to widen our base of participation. This must continue to be our focus in the year and we look forward to working closely with our partners and stakeholders to help us to achieve this.

Peter Goldson
Chairman



CEO INTRODUCTION:

It is just over a year since I returned to ESR and the organisation has changed significantly in this time - the structure, personnel and the way we work are very different. We are a more engaging organisation, with stronger, more effective partnerships and a much better understanding of players' attitudes, behaviours and motivations. Indeed, over the past year, we have engaged with thousands of people from the squash community, including players, coaches, county associations, administrators, volunteers, clubs, the education sector, and leisure operators. You have given us a very clear message about our role, in particular around improving our communication, working effectively in partnerships and leading the development of a thriving squash and Racketball community.

Since last September we have achieved a great deal. Notably, we have launched two new strategies; a Participation strategy, Game Changer, a Performance strategy, A New Era, and have drafted a new strategy for Marketing & Communications.

We have introduced a new regional infrastructure that empowers, supports and provides access to a significant increase in funds for County Associations. This relationship with the County Associations is of vital importance to us as a National Governing Body and is one that we are keen to strengthen.

The Participation team have been busy on the ground, having piloted both a 'recruitment' programme and an 'advocate' development programme.

Additionally, we continue to deliver the Capital Grants programme that has been a mainstay of our facility support package for a number of years – we have invested approximately £400,000 into a number of facility development projects.

The Club and Leisure Centre tool-kits, which are information packs designed to provide critical information about developing squash participation, are in their final drafts.

With regards to Performance we have 'centralised' the England Academy in Manchester. Our funded athletes now have improved access to sport science and medicine, as well as the national coaching team. This is in conjunction with a restructured, streamlined Talent Pathway, which has realigned our resources to help develop players, so they are better able to fulfil their potential.

Perhaps most significantly we have progressed the development of a new 'technology platform', which will transform the way in which we are able to engage and connect with the squash and Racketball community, and how they can engage with each other. We will be able to see the gradual introduction of the new technology platform early in the new year.

It has been an extremely challenging year, but I am pleased with the progress we have made. Looking ahead, we are acutely aware of the responsibility we have in developing the game and reversing the decline in participation of recent years. We are committed to driving growth in the game, by creating thriving, connected squash and Racketball communities.

Keir Worth
CEO

1. INCREASING PARTICIPATION IN OUR SPORTS



INCREASING PARTICIPATION

The new Participation Team was established in the Spring of 2015 to replace the former Network Team, their main role is to deliver the new Participation Strategy, 'Game Changer' which will turn around the recent year-on-year decline in participation in the sport.

The strategy sets out to redefine why, where and how people connect with squash and will engage clubs, public facilities and the education sector. The Participation Team will work to the 4 principle themes of the strategy, being insight led, using technology, prioritisation and adopting a new business to business approach.

1.1 Public Facilities

New relationships have been established with all major leisure operators (10), including a new needs analysis process and identification of priority sites (on average 15 per provider in phase 1). We have also initiated research and information gathering processes in order to build sufficient insight to develop a public facility tool kit to better enable them to increase participation in their sites and a new participation programme. The new participation programme has been piloted and will be developed in line with feedback received ready to be launched in November 2015

1.2 Workforce

Examples of good practice and insight were assessed to help us begin to develop a specific training programme for volunteers and deliverers within public facilities, education and clubs. The concept was to create a sustainable pathway to progress keen volunteers from an activator into coaching for those who wish to progress. The programme is under development and will be piloted fully prior to being launched in 2016.

We recruited and trained 10 students from 3 Universities in Manchester to help deliver the 2015 National's legacy programme and 20 volunteers, 9 of who were students from Hull University, worked as event stewards at the Allam British Open 2015.

Throughout the 2014/15 season, referees were successfully recruited to support over 40 ESR events staged at 51 venues around the country. In addition, ESR referees continued to be deployed at all major ESF & WSF championships and many PSA & WSA events. A total of 16 ESR Referee Training Workshops were delivered this season to a total of 184 people, a number of which have been encouraged to attend ESR events to gain refereeing experience and to progress to County level.

1.3 Coaching & Volunteer Awards 2014/2015

We received a record number of nominations for the ESR Coaching and Volunteer Awards which were presented at the National Squash Championships by Chris Robertson, ESR National Coach on 14th February 2015.

1.4 Regional and National Forums

The initial concept and draft proposal was presented to a select number of County Associations in February, with adaptations and changes forming the initial framework for the programme.

The concept of establishing and resourcing 8 Regional Forums feeding into a National Forum has been very well received and will be one of ESR's main participation delivery mechanisms in the coming years.

1.5 Satellite Clubs

Our Satellite Clubs offer has been refined to ensure it fits in line with the new strategy. Even though we succeeded in creating further Satellite Club sessions across the country, a significant number of lapsed sessions have meant that our year 2 target was not hit overall. While reviewing all of the data we had from existing sessions and upon reviewing our FE offer, it was apparent that an opportunity existed to develop our participation base in the FE sector in year 3 of the programme (2015/16).

Satellite Clubs, by their very definition, will remain an integral way of linking key clubs and facilities across the country to the education sector.

1.6 Club Support

To ensure that our club support is insight driven, we have set out to obtain qualitative and quantitative data from the club sector to enable us to highlight best practice and create our new club tool-kit. A survey (quantitative) will be developed, along with focus groups in two core cities (qualitative). This data will then be used to highlight best practice and inform any literature we produce.

The wider Club Support programme has been outlined and will be developed fully in 2016 alongside the technology platform.

1.7 Higher Education (HE)

The national HE offer has remained strong over recent years and 2014 saw the HE offer implemented in 29 Universities across the country and engaged over 650 new participants. For the new academic year 2015-16 we felt it was time to re-shape the offer and align it to our new strategy (Game Changer). The beginning of 2015 was focussed around consultation with key partners (Universities, BUCS, Sport England) and students to understand the sector's needs and how students want to be engaged in the sport. Following the consultation, a new offer was developed, which will empower a workforce within the sector, to facilitate squash delivery and increase participation. This will be a piloted in the new academic year.

1.8 Junior Participation

Although not a key area that ESR are funded to deliver on, we have developed a partnership with Off The Wall Squash to promote their new progressive coaching awards programme, gathered insight to inform the development of a new schools' programme and funded the Regional Forums to deliver local participation programmes for young players.

1.9 Facilities

As a 'facility' dependent sport, it is crucial that ESR plays a role in ensuring that accessible facilities are available in the right places. The existing facilities strategy has been reviewed in line with the new participation strategy and it is likely that it will be updated in the next 12 months to reflect the new direction the company is taking, the new geographical priorities and the need to ensure an appropriate mix of funding to different facility types.

1.10 Capital Funding

The full £400,000 allocation of funding was spent for the 2014/15 season across 14 projects including 5 new builds and 9 refurbishment projects. A total of £2.3m in partnership funding was contributed to the portfolio from other sources of funding.

A portfolio of projects carried over from the old administration into 2015/16 has been assessed against the new Participation Strategy. Additional projects will be added in line with the new Participation Strategy and key relationships as they emerge over the coming year.

2. NURTURING, DEVELOPING TALENT AND IMPROVING PERFORMANCE



NURTURING TALENT, IMPROVING PERFORMANCE

The Performance strategy, A New Era, articulates how we will build a Performance culture and system that we believe will deliver long term, sustained success. The new Coaching Strategy aims to develop and retain the best coaches in the world, across both the Participation and Performance pathways.

2.1 Team England

December 2014 saw the Women's team, captained by Laura Massaro, win the Women's World Team Championships in Canada. The team which also included Alison Waters, Sarah-Jane Perry and Emma Beddoes defeated Malaysia 2-1 in the final to regain the title after an 8 year wait.

This was then followed up in May 2015 with the Women's team retaining the European Team title in Denmark. In the Men's event, the team were without captain Nick Matthew due to injury. In the final against France, despite a heroic performance by Daryl Selby who picked up a back injury during the final, the men lost out to France.

Both the Women's World Teams and the European Team events were notable due to the newer faces in the sides. In Canada, Sarah-Jane Perry playing in her first World Teams won the deciding rubber in the semi-final against Hong Kong. At the European Teams Victoria Lust, Chris Simpson and Adrian Waller all made their senior England débuts.

2.2 England Academy

The Academy group of players continue to progress with 6 out of 12 players breaking into the World's top 100 for the first time and all of the 12 players achieving their highest ever world ranking by May '15.

Players that broke into the top 100 were:

- Tom Ford
- James Earles
- Millie Tomlinson
- Angus Gillams
- George Parker
- Richie Fallows

Several players have now recorded significant wins against top 30- 50 ranked players and we expect some of our players to start breaking top 50 in the 2015/16 season. We are now in the final planning stage to centralise our academy programme into Manchester where we will increase player contact time significantly with the coaches and the sport science support team.

Players who recorded wins against top 50 players were:

- Richie Fallows beat Alan Clyne (#40)
- James Earles beat Alan Clyne (#33)
- Tom Ford beat Karim Ali Fathi (#47)
- Declan James beat Martin Knight (#45)
- Millie Tomlinson beat Amanda Landers Murphy (#45)

2.3 England Development Programme

We continued to have success at a European level with the U19s, U17s and U15s teams winning their respective team titles and with George Parker and Georgina Kennedy winning the individual titles.

At the World Juniors in Eindhoven there was mixed success in the individual event whilst in the team event the girls team won Bronze. In doing so they won a medal for the first time since 2005.



2.4 Performance: A New Era

At the start of 2015 we embarked on the writing of a new performance strategy. With the average age of the team at the Glasgow Commonwealth Games being over 30, the strategy sets out to place more emphasis and resource lower down the talent pathway in order to provide sustained long-term success at the elite level.

The strategy is built around 4 strategic pillars, Player, Performance System, People Development and Performance Brand. Within those pillars are a number of tactics which we are delivering that will contribute to the achievement of our vision of 'creating a new generation of world leading players at the elite level'. Amongst these tactics are the centralisation of the England Academy programme in Manchester and a realignment of the lower phases of the talent pathway.

2.5 Coach Education and Development

The period between June 2014 and May 2015 was an exciting time for coach development, we rolled out across the country a new 'Innovate Your Coaching' workshop that challenged the way coaching is delivered to groups. This product was designed in collaboration with our regional coaching team with emphasis on more players hitting more balls more of the time, encouraging players to find solutions rather than being told how to do it.

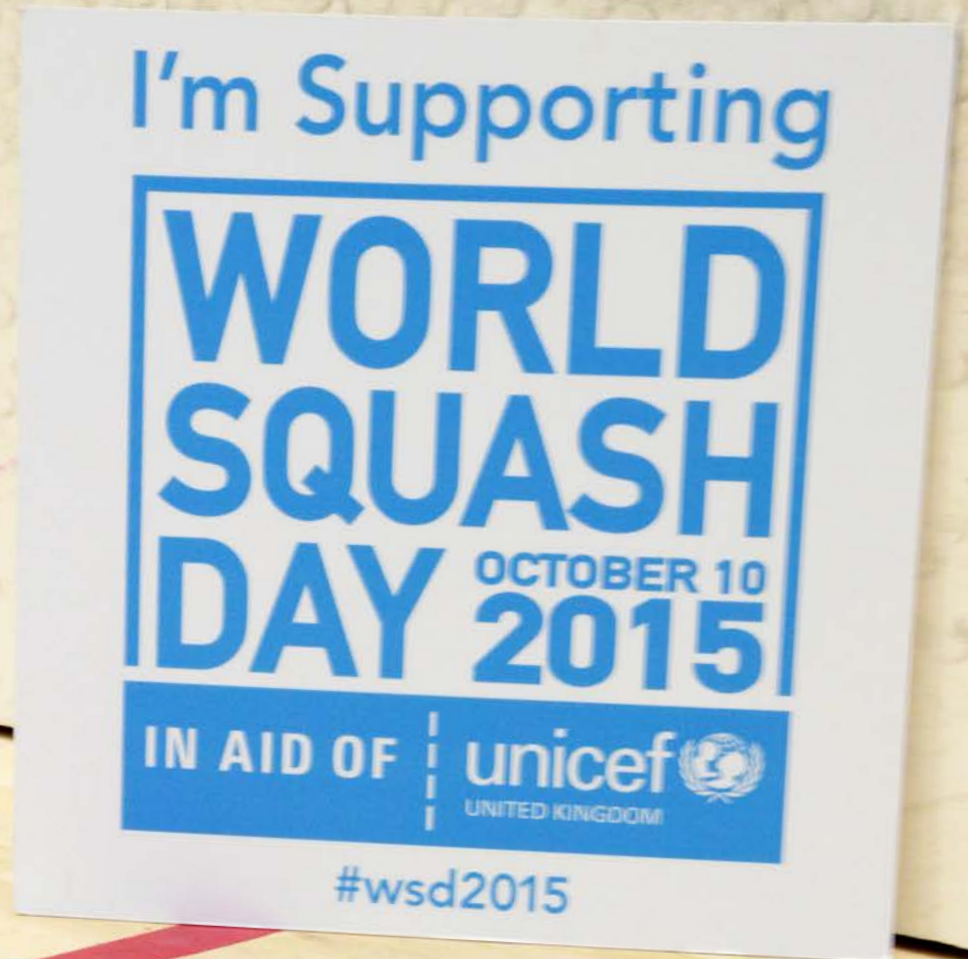
We held 13 'Innovate' workshops across the country that were jointly led by Paul Carter, Head of Coach Development and the regional coaching team. We engaged with over 100 coaches across all levels and received positive feedback. There was an appetite amongst the learners for further material in order for them to advance this approach to coaching.

Level 1 proved to be extremely popular once again with 29 courses delivered across the country qualifying over 300 new coaches. Level 2 numbers were a little down on previous seasons with just over 70 new level 2 coaches qualifying from the 6 courses which took place.

We implemented a new format for our annual coaching conference with three one-day Mini conferences held in Manchester, Birmingham and Surrey. Over 70 coaches attended over the three days.

16 coaches took part in the first 2 parts of their Level 3 residential coaching at Lilleshall ahead of the final assessment in July 2016.

May saw the completion of the new High Performance Award with 11 coaches undertaking their vivas and submitting their portfolios.



3. MARKETING AND PROMOTING WHAT WE DO

MARKETING & PROMOTION

3.1 Developing an insight strategy to help us understand the market

Over the past 12 months we have continued to develop an evidence-led approach, and have put insight at the heart of all strategic decision-making. The development of 'Game Changer', our new insight-led participation strategy demonstrates how we have applied the findings of our research

In order to continue to drive our understanding of the market, we have developed an insight strategy and budgeted delivery plan, which has been approved by the Board and endorsed by Sport England.

As well as taking a more planned strategic approach to generating and applying insight, on a practical level we have made significant progress in our understanding of the market. We further developed our customer segmentation, and now have a greater understanding of the behaviours, attitudes and in particular, motivations of the various groups of current and potential players.

3.2 Marketing strategy and brand review

The last 12 months have presented a significant change in the approach we take towards marketing, and as such has been a transitional time. In order to complement 'Game Changer', our new participation strategy, and 'Performance: A New Era', work on developing a new marketing and commercial strategy has begun. Darren Bernstein has also joined us as Director of Marketing and Communications, in order to drive this process forward and allow us to market the sport in the most effective way possible.

Alongside this, a review of our current brand and values has been launched. A significant amount of time and effort has been spent in consulting with our stakeholders to review the way we present ourselves and how we are perceived. We have collated over 2,000 views from current, lapsed and potential members, ESR employees, council representatives, players, squash administrators and the media through workshops, interviews and online surveys. The results will be analysed and evaluated in detail, and will provide the foundation for the development of a framework for how we will operate and conduct ourselves in the future.

3.3 Public relations and promotion

We have continued to work strategically and operationally with a number of key partners in order to maximise the coverage of our sport in local and national media. We have again seen significant coverage in print, radio, TV, and across all digital channels, particularly around our flagship major events. The new marketing and commercial strategy will review in detail how we can best take advantage of opportunities to market and promote our sport, and ensure we gain an appropriate level of media exposure.

3.4 Development of technology platform to transform the sport

With the main ESR site being long overdue for a significant overhaul, we were successful in obtaining a significant funding award from Sport England in order to transform the way we use technology to engage with players and promote the game. In addition to developing a new and much improved modern website, the project will enable us to consolidate our numerous databases, allowing us to administer the game much more effectively, as well as communicating in a much more efficient and responsive way with all stakeholders. A full project plan has now been developed, and progress has already gathered pace, with a new site developed for quarter 2 2016.

3.5 Competitions & Events

The 2014/5 season was an extremely busy year with a wide range of competition available to players of all standards.

3.5.1 European Club Championships

Nottingham SRC got the season off to a flying start when they hosted the top European Club Championships from 3rd-6th September. 20 teams from 11 differing nations competed with the French club Mulhouse taking the women's title after defeating Newlands from Scotland. In the men's final Worms won the battle of Germany defeating Paderborn 2-1.

3.5.2 Tecnifibre British Junior Championships

The Tecnifibre British Junior Championships took place at Manchester's National Squash Centre and the Northern Squash Club from 30th-2nd November. Almost 320 of the best juniors from around the country took part including 80 who had to battle qualification to try and reach the main draws. Leicestershire's George Parker and Kent's Georgina Kennedy claimed the under 19 honours with top seed Parker in formidable form throughout, winning the Don Sanderson Trophy without dropping a game to add to the U17 trophy he lifted in 2012. Patrick Rooney, of Merseyside, gave his all in the final, but was unable to trouble the favourite, who triumphed 11-7 11-4 11-4 in 27 minutes.

In contrast, Kennedy had to work much harder to win the girls' trophy, as she came back from 2/1 down to defeat top seed Lily Taylor, of Leicestershire. It was Kennedy's third national title, following her successes at U17 level in 2012 and U15 in 2011. This year's U17 trophies went to Hampshire's Kyle Finch, last year's U15 champion, and Kent's Amelia Henley, the defending champion.

The U15 titles were won by Yorkshire's Nick Wall, his first national crown, and Essex's Elise Lazarus, whose triumph was her fourth at this level. Yorkshire's Sam Todd and Wales' Layna Beattie are the U13 champions, with Todd atoning for last year's final heartache.

3.5.3 Tecnifibre British Junior Open Championships

420 players from 40 countries descended on Sheffield for the prestigious Tecnifibre Junior Open between 2nd-6th January. England had two semi-finalists in Sam Todd (Yorkshire) and George Parker (Leicestershire) in the under 13 & 19 categories respectively, both losing out to the eventual champions. Egypt were once again the dominant nation taking 5 titles while Malaysia claimed 2 and Peru 1. Diego Elias (Peru) arrived in Sheffield as the reigning World Junior Champion and didn't disappoint as he claimed the prestigious Drysdale Cup in style.

After losing a monumental first game 15/13, Elias took total control of his final with Omar El Atmas (Egypt), easing through the next three games to add the title to the U17 title he won two years ago. Nouran Gohar of Egypt came through a second successive five setter to take the Girls U19 title, and although she didn't have to save match balls as she did in her semi-final, Egyptian compatriot Mariam Metwally came close to creating an upset.

3.5.4 The National Squash Championships

The National Squash Championships took place at the NSC in Manchester between 11th-17th February with a record masters entry of 292 players. A fantastic junior development programme was run during the week with almost 1200 local children visiting the event and participating in a variety of squash based activities. Spectator numbers were healthy particularly for the finals weekend when they were able to witness Nick Matthew claim a record 7th national title and Sarah-Jane Perry her maiden title.

3.5.5 The National Schools Championships

The National Schools has developed over recent years and is a week many squash playing schools have noted on their calendar as they look to compete against their rivals at the National Squash Centre in Manchester. This year's event was held 9th-12th March with Wycliffe College having a week to remember claiming 3 of the 4 main titles on offer whilst Dame Allan's of Northumbria took the Girls Under 15 crown and runners-up position in the U19's.

3.5.6 Tecnifibre English Junior Championships

The third major junior championship of the season saw a shift in event delivery with Edgbaston Priory taking on the role of host and organisers, in partnership with ESR. After 3 days of action there were some great finals, notably Adam Goad (Cumbria) fighting back to defeat No1 seed and hot favourite Sam Todd (Yorkshire) to claim the Boy's Under 13 crown. In all, only half of the categories were won by the top seed highlighting how competitive the junior scene has become.

3.5.7 British Under 23 Championships

Nottinghamshire's Declan James and Derbyshire's Millie Tomlinson thoroughly justified their top seedings in the British Under 23 Championships at Hunts County Squash Club by easing to victory in their respective finals. Both won in straight games, Tomlinson beating Surrey's Alison Thomson, a 3/4 seed, 11-6, 11-8, 11-7 in 44 minutes, while James defeated Richie Fallows, the second seed from Essex, 12-10, 11-7, 11-4 in 51 minutes. Tomlinson's win was an early birthday present for the world universities champion, who was due to turn 23 the day after the final, and completed a marvellous tournament for the world no.60, since she did not drop a game during the whole event.

For James, it was a sweet success as well, as it helped ease the frustration of his straight-games loss to Surrey's Charles Sharpes in last year's final. His victory was harder earned, though, since he needed five games to dispatch Ashley Davies, the joint third seed from Derbyshire, in the semi-finals.

3.5.8 Allam British Open 2015

The Allam British Open took place in Hull between 9th-17th May. Now in its third year in the city the event is establishing itself and is growing. Spectator numbers were up and ticket income saw an increase of over 25%. In addition masters entries were slightly up at just over 260 players. This year saw an improved arena layout and the event was well received by the PSA and their TV Company, the players, sponsors, spectators and exhibitors alike. England's Laura Massaro fell just short of reclaiming the title she won back in 2013 as she lost the women's final 3/1 to sixth seed Camille Serme. In the men's event World no.1 Mohamed Elshorbagy (Egypt) won his first Allam British Open title with a characteristically pacey performance in the fifth game of the final against defending champion Gregory Gaultier (France).

3.5.9 Premier Squash League

The PSL ran smoothly throughout the season and both divisions remained extremely positive throughout with the playoff spots not decided until the final round. In the final Duffield, losing Premier Squash League finalists for the last two years, made no mistake at the third time of asking as they beat St George's Hill 3-2 in the 2015 PSL decider at Hunts County Squash Club in Cambridgeshire. The Derbyshire club, who lost last year's final after being 2-0 up against Surrey Health & Rackets and were last-gasp semi-final winners against the defending champions this year, eased to their fourth title and first since 2007 by winning the first three rubbers.

3.5.10 Inter County Championships

After a season long championships 10 separate counties shared the 22 differing titles on offer in ESR's biggest mass participation event. Yorkshire had another great season claiming 5 of the junior categories and 7 in total while Surrey secured 4 and Sussex 3. The ICC Under 11 Festival is now establishing itself and proved to be extremely popular with double the entries from the previous year.

3.5.11 English Under 11 Championships

The English Under 11 Championships were held at Hallamshire Squash Club in Sheffield over the weekend of 6th-7th June. Suffolk's Emma Bartley and Abdullah Eissa, of Warwickshire, were crowned champions after two days of intense action. This was the fifth running of the English Under 11 Championships and the quality of squash on show throughout the weekend highlighted the improving standard of players at this age.



3.5.12 National Racketball Championships

The National Racketball Championships were held over the weekend of 21st-22nd July at the Edgbaston Priory Club in Birmingham attracting 160 players from across the country. Tim Vail (Sussex) retained the Ian Wright Memorial Trophy, taking over from Daryl Selby as the most decorated Mens Winner with 7 titles to his name. Vail defeated Ted Jeal (Kent) in the final which lasted 50 minutes and went to 5. A new name was etched on the Women's trophy as Zoe Mellis defeated the defending champion, Natalie Lawrence.

3.6 Review of membership and affiliation

Overall income from ESR membership and affiliation has continued its trend from recent years, with a slight decline in total revenue, which saw £370,000 collected from membership and affiliation, compared to £390,000 in 2014.

In order to reverse the decline, a project has recently been kicked off to review the future of the membership and affiliation scheme. This project, being led by industry experts with significant experience of working with NGBs, and will build on the work of the Membership Working Group set up in 2014. It will include benchmarking against industry best practice as well as including primary research with the key stakeholders in order to be able to provide a clear roadmap for ensuring that our offer is attractive and relevant to members, as well as delivering maximum value and revenue for the organisation.

4. FINANCIAL REVIEW

NON-MARKING SOLES ONLY

ASB

England
Squash &
Racketball

Manchester
Sport & Leisure Trust

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Departmental income and expenditure £ 000		
1. Membership	2014/2015	2013/2014
INCOME		
Membership fees	377	378
Total income	377	378
EXPENDITURE		
County Rebates	64	53
Membership Services	36	43
Staff	54	50
Total Expenditure	154	146
2. Coach Education	2014/2015	2013/2014
INCOME		
Coaching Conference	2	10
Coaching Insurance	17	18
Coaching Resources (Mini Squash Resource Box etc)	1	9
Fees From Coaching Courses	103	110
Total Income	123	147
EXPENDITURE		
Coaching Conference	1	12
Running Coaching Courses - fees to 1st4Sport, tutors etc	60	77
Production Of Coaching Resources	7	7
Staff	130	176
Total Expenditure	198	272
3. Competitions and events	2014/2015	2013/2014
INCOME		
British Open	353	407
Entry Fees	221	145
Other	15	14
Total Income	589	566
EXPENDITURE		
British Open Costs	356	397
Event Costs	233	276
Other (Rankings, Referees etc)	14	14
Staff	156	185
Total Expenditure	759	872

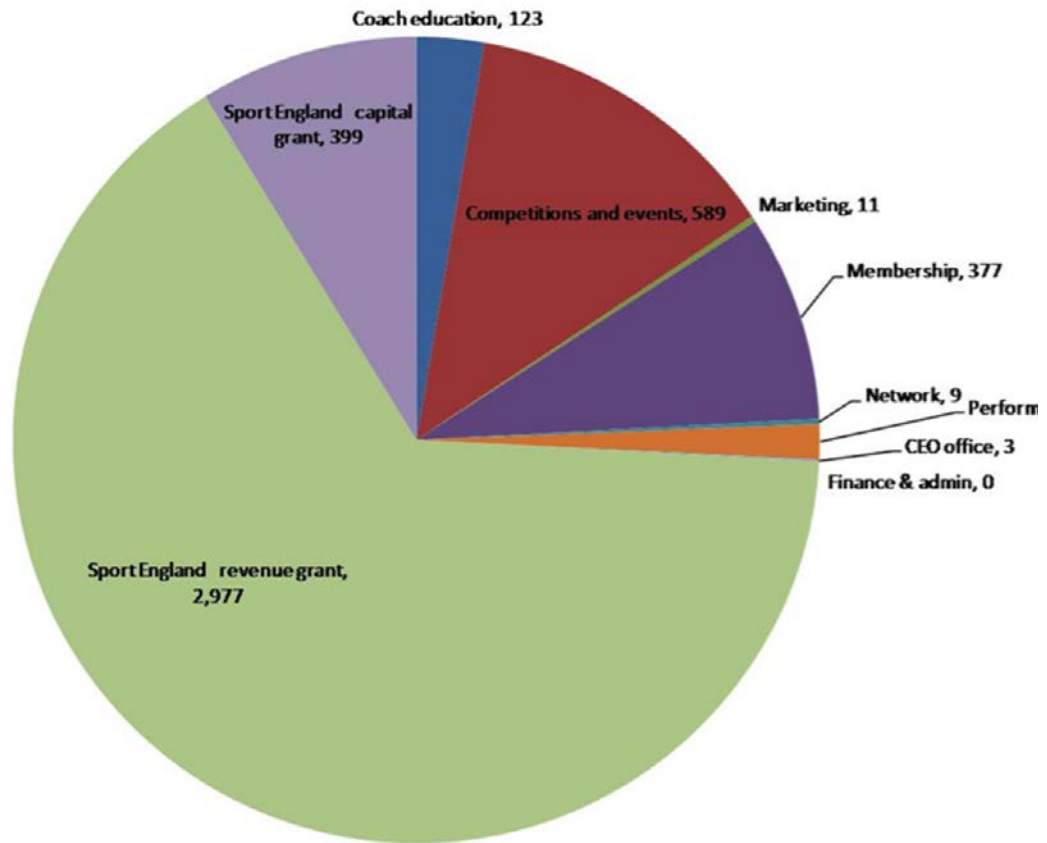


Departmental income and expenditure £ 000		
4. Network	2014/2015	2013/2014
INCOME		
Miscellaneous Grants	9	19
Total Income	9	19
EXPENDITURE		
Development Budgets (Schools, Youth, Leisure Centres etc)	103	195
Regional Offices	8	16
Staff	581	799
Total Expenditure	692	1,010
5. CEO Office	2014/2015	2013/2014
INCOME		
Approval fees	3	4
Total Income	3	4
EXPENDITURE		
International Representation	-	1
Other (HR, training, research, tech/med)	42	87
Staff	127	210
Total Expenditure	169	298
6. Marketing	2014/2015	2013/2014
INCOME		
Sponsorship	11	40
Total Income	11	40
EXPENDITURE		
Branding Materials/Collateral	22	46
Commercial Management	16	3
PR Costs	145	32
Staff	42	33
Website	17	33
Total Expenditure	242	172
7. Finance & Administration	2014/2015	2013/2014
EXPENDITURE		
Depreciation	39	55
Insurance	35	24
Irrecoverable Vat	113	17
Office Costs	65	70
Other	28	23
Printing	302	-
Professional Fees	49	32
Rent	21	20
Staff	149	103
Total Expenditure	801	344

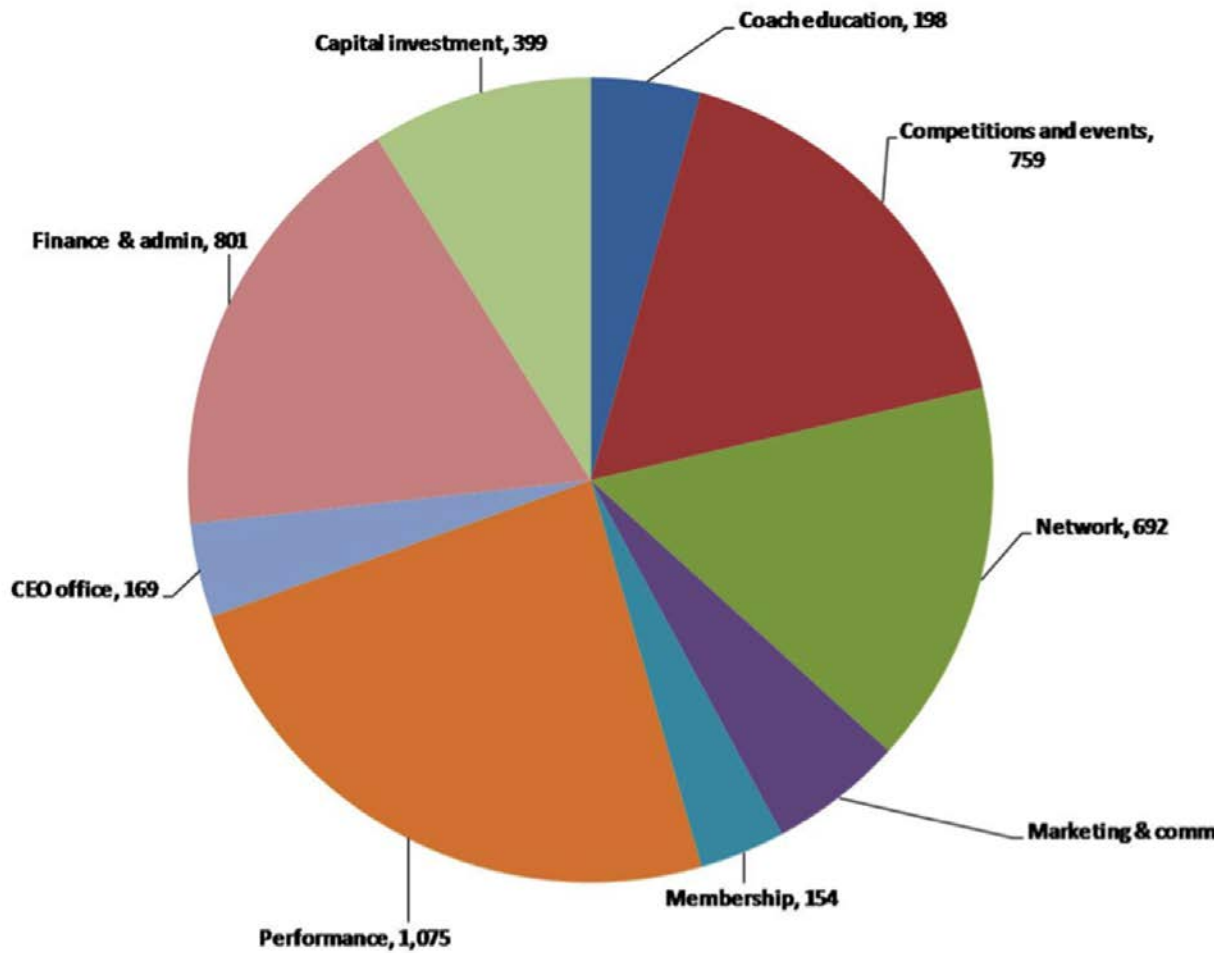
Departmental income and expenditure £ 000		
8. Performance	2014/2015	2013/2014
INCOME		
EDP	8	-
Grant Funding	24	-
Regional Academy Charges	32	38
Total Income	64	38
EXPENDITURE		
Senior Programme		
Championship Costs (Sending Teams To Wsf/Esf Championships)	46	197
Competition Programme Support	44	34
Personal Awards	208	109
Regional Academy Programme	70	59
Training And Preparation (Squads, Coaching)	173	197
General		
Health Insurance For Programme Players	25	22
Science And Medicine Support	194	212
Staff	315	332
Total Expenditure	1,075	1,162

9. Sport England	2014/2015	2013/2014
INCOME		
Capital Grant	399	389
Revenue Grant	2,977	3,138
Total Income	3,376	3,527
EXPENDITURE		
Capital Investment	399	389
Total Expenditure	399	389

Income - 2014/15 (£000)



Expenditure 2014/15 (£000)





APPENDIX 1.
MAIN COMPETITION
RESULTS 2014-15

Tecnifibre British Junior Championships - Finals & Champions:

Girls Under 13	
[3/4] Layna Beattie (Wales) bt [2] Margot Prow (Middlesex)	11-8, 11-6, 11 (24m)
Boys Under 13	
[1] Sam Todd (Yorkshire) bt [2] Adam Gould (Cumbria)	11-6, 11-3, 11-8
Girls Under 15	
[1] Elise Lazarus (Essex) bt [3/4] Karina Tyma (Avon)	11-6, 11-6, 11-9 (23m)
Boys Under 15	
[1] Nick Wall (Yorkshire) bt [2] Jared Carter (Hampshire)	13-11, 11-4, 5-11, 11-6 (36m)
Girls Under 17	
[1] Amelia Henley (Kent) bt [3/4] Mari Taylor (Leicestershire)	11-2, 11-2, 11-7 (25m)
Boys Under 17	
[1] Kyle Finch (Hampshire) bt [5/8] Charlie Lee (Surrey)	7-11, 11-8, 13-11, 11-4 (60m)
Girls Under 19	
[2] Georgina Kennedy (Kent) bt 3-2 [1] Lily Taylor (Leicestershire) (45m)	11-7, 5-11, 7-11, 11-5, 11-5
Boys Under 19	
[1] George Parker (Leicestershire) bt [3/4] Patrick Rooney (Merseyside)	11-7, 11-4, 11-4 (27m)

Tecnifibre British Junior Open Championships - Finals & Champions:

Girls Under 13	
[3/4] Jessica Keng (Malaysia) bt [1] Nouran Youssef (Egypt)	11/9, 11/13, 7/11, 8/10 injured, match awarded
Boys Under 13	
[1] Yehia Elnawasny (Egypt) bt Harris Qasim (Pakistan)	11/8, 11/4, 7/11, 6/11, 11/4 (29m)
Girls Under 15	
[1] Hania El Hammamy (Egypt) bt [2] Rawan Reda (Egypt)	11/9, 7/11, 11/7, 14/12 (53m)
Boys Under 15	
[1] Marwan Tarek (Egypt) bt [5/8] Ahmad Almashad (Egypt)	11/7, 10/12, 11/8, 11/4 (36m)
Girls Under 17	
[1] Habiba Mohamed (Egypt) bt [9/16] Zena Mekiwy (Egypt)	11/2, 11/5, 11/4 (18m)
Boys Under 17	
[1] Eain Yow Ng (Malaysia) bt [2] Saad El Din Ihab (Egypt)	7/11, 5/11, 11/9, 11/9, 11/4 (78m)
Girls Under 19	
[1] Nouran Gohar (Egypt) bt [2] Mariam Metwally (Egypt)	9/11, 11/7, 11/9, 5/11, 11/9 (82m)
Boys Under 19	
[1] Diego Elias (Peru) bt [2] Omar El Atmas (Egypt)	13/15, 11/2, 11/2, 11/3 (55m)

The National Squash Championships - Finals & Champions

Women's Final	
[3/4] Sarah-Jane Perry (Warwickshire) bt [1] Laura Massaro (Lancashire)	12/10, 11/9, 7/11, 10/12, 11/7 (80m)
Men's Final	
[1] Nick Matthew (Yorkshire) bt [3/4] Daryl Selby (Essex)	11/5, 11/3, 11/2 (45m)

Masters

Women's Over 35	
[1] Lauren Briggs (Middlesex) bt [2] Laura Mylotte (Cheshire)	9/5, 9/3, 9/4
Men's Over 35	
[2] Darren Lewis (Leicestershire) bt [1] Ben Ford (Kent)	w/o
Women's Over 40	
[2] Shayne Baillie (Surrey) bt [3/4] Rachel Calver (Leicestershire)	10/8, 9/1, 9/7 (33m)
Men's Over 40	
[1] Nick Taylor (Lancashire) bt Danny Massaro (Lancashire)	11/5, 11/7, 6/11, 11/5
Women's Over 45	
[3/4] Diana Parums (Cheshire) bt [5/8] Mandy Warren (Lancashire)	8/10, 9/0, 9/7, 9/1 (39m)
Men's Over 45	

[2] Yawar Abbas (D&C) bt [1] Andy Cross (D&C)	11/8, 13/15, 11/8, 11/6
Women's Over 50	
[1] Mandy Akin (Kent) bt [2] Fiona McLean (Scotland)	9/3, 9/1, 9/3
Men's Over 50	
[1] Murray Scott (Derbyshire) bt	
[3/4] Jonathon Foster (Hampshire)	9/4, 9/4, 10/8 (50m)
Women's Over 55	
[1] Jill Campion (Middlesex) bt [2] Julie Field (Yorkshire)	9/4, 9/3, 9/2 (18m)
Men's Over 55	
[2] Jon Evans (Wales) bt [3/4] Dermot Hurford (Norfolk)	5/9, 9/4, 9/7, 9/7 (49m)
Women's Over 60	
Rebecca Czuczman (Kent) bt Celia Toogood (Shropshire)	9/6, 9/7, 9/1 (22m)
Men's Over 60	
[1] Peter Alexander (Suffolk) bt [2] Mark Cowley (Middlesex)	10/8, 4/9, 9/1, 9/0 (45m)
Women's Over 65	
Rebecca Czuczman (Kent) bt Bett Dryhurst (Worcestershire)	7/9, 9/2, 9/4, 9/2 (26m)
Men's Over 65	
[3/4] Aubrey Waddy (Buckinghamshire) bt	
[5/8] Derek Collins (Northumbria)	3/9, 9/6, 9/2, 9/6 (35m)
Men's Over 70	
[2] Mike Clemson (Yorkshire) bt [1] Adrian Wright (Yorkshire)	9/7, 9/2, 10/9 (27m)
Men's Over 75	
[1] Patrick Kirton (Kent) bt [3/4] Brian Phillips (Wales)	2/9, 9/1, 9/5, 6/9, 9/4 (43m)

National School Championships – Finals & Champions

Girls Under 15 Championship:

Dame Allan School (Northumbria) bt Kenilworth School (Warwickshire)

Girls Under 15 Championship:

Wycliffe College (Gloucestershire) bt Gosforth Academy (Northumbria)

Girls Under 19 Championship:

Wycliffe College (Gloucestershire) bt Dame Allan School (Northumbria)

Boys Under 19 Championship:

Wycliffe College (Gloucestershire) bt Millfield School (Somerset)

Girls Under 15 Trophy Winners:

Lincoln Minster School (Lincolnshire)

Boys Under 15 Trophy Winners:

Dame Allan School (Northumbria)

Girls Under 19 Trophy Winners:

Wycombe Abbey School (Buckinghamshire)

Boys Under 19 Trophy Winners:

Wellington College (Berkshire)

Tecnifibre English Junior Championships

Girls Under 13

[2] Lydia Robinson (Yorkshire) bt

[3/4] Katie Maliff (Buckinghamshire)

8/11, 11/8, 11/9, 11/4

Boys Under 13

[2] Adam Goad (Cumbria) bt [1] Sam Todd (Yorkshire)

6/11, 11/8, 11/6, 4/11, 11/9

Girls Under 15

[3/4] Alice Green (Essex) bt [3/4] Laura Neill (Northumbria)

11/3, 11/9, 11/8

Boys Under 15

[1] Jared Carter (Hampshire) bt [2] Oscar Beach (Lancashire)

11/7, 11/4, 11/4

Girls Under 17

[1] Lucy Turmel (Suffolk) bt [3/4] Jasmine Hutton (Sussex)

12/10, 11/7, 11/5

Boys Under 17

[5/8] Charlie Lee (Surrey) bt [3/4] Robbie Keefe (Hampshire)

11/6, 11/6, 13/11

Girls Under 19

[1] Georgina Kennedy (Kent) bt [3/4] Amelia Henley (Kent)

12/10, 12/10, 6/11, 11/8

Boys Under 19

[1] Patrick Rooney (Merseyside) bt [3/4] Bradley Masters (Kent)

11/9, 11/8, 11/13, 11/5



British Under 23 Championships – Finals & Champions

Women's Under 23

[1] Millie Tomlinson (Derbyshire) 3-0 [3/4] Alison Thomson (Middlesex) 11-6, 11-8, 11-7 (44m)

Men's Under 23

Declan James (Nottinghamshire) 3-0 Richie Fallows (Essex) 12-10, 11-7, 11-4 (51m)

Inter County Championships – Finishing Positions

Men

1. Sussex
2. Yorkshire
3. Gloucestershire
4. Essex

Women

1. Yorkshire
2. Northumbria
3. Cheshire
4. Surrey

Girls U11

1. Yorkshire
2. Essex
3. Gloucestershire
4. Warwickshire

Boys U11

1. Yorkshire
2. Sussex
3. Kent
4. Surrey

Girls U13

1. Yorkshire
2. Kent
3. Buckinghamshire
4. Sussex

Boys U13

1. Cumbria
2. Middlesex
3. Gloucestershire
4. Hampshire

Girls U15

1. Yorkshire
2. Essex
3. Hampshire
4. Hertfordshire

Boys U15

1. Devon
2. Hampshire
3. Sussex
4. Yorkshire

Girls U17

1. Warwickshire
2. Yorkshire
3. Surrey
4. Northumbria

Boys U17

1. Yorkshire
2. Hampshire
3. Surrey
4. Sussex

Girls U19

1. Kent
2. Surrey
3. Leicestershire
4. Gloucestershire

Boys U19

1. Gloucestershire
2. Merseyside
3. Surrey
4. North Wales

Men's Over 35

1. Surrey
2. Sussex
3. Norfolk
4. Hertfordshire

Men's Over 45

1. Surrey
2. Durham & C
3. Hertfordshire
4. Lancashire

Men's Over 50

1. Yorkshire
2. Avon
3. Kent
4. Durham & C

Men's Over 55

1. Middlesex
2. Surrey
3. Cheshire
4. Northumbria

Men's Over 60

1. Surrey
2. Yorkshire
3. Cumbria
4. Derbyshire

Men's Over 65

1. Sussex
2. Hampshire
3. Oxfordshire
4. Yorkshire

Women's Over 40

1. Surrey
2. Kent
3. Yorkshire
4. Lancashire

Women's Over 50

1. Hertfordshire
2. Surrey
3. Yorkshire
4. Kent

Racketball Open

1. Sussex
2. Surrey
3. Yorkshire
4. Dorset

Racketball Over 40

1. Essex
2. Dorset
3. Derbyshire

Allam British Open Championships - Finals & Champions

Women's Championship

[6] Camille Serme (France) 3-1 [3] Laura Massaro (England) 11-3, 11-5, 8-11, 11-8 (51m)

Men's Championship

[1] Mohamed Elshorbagy (Egypt) 3-2

[2] Gregory Gaultier (France) 11-9, 6-11, 5-11, 11-8, 11-5 (93m)

Masters

Women's Over 35

Lauren Briggs (Middlesex) bt Helen Nicoll (Scotland) 9/1, 9/1, 9/0 (20m)

Men's Over 35

Darren Lewis (Leicestershire) bt Gareth Lumsden (D&C) 11-4, 11-13, 12-10, 11-6 (44m)

Women's Over 40

Rachel Pullan (Nottinghamshire) bt

Rachel Calver (Leicestershire) 9/2, 9/1 5/9, 9/3 (27m)

Men's Over 40

Nick Wall (Yorkshire) bt Jamie Goodrich (Norfolk)	11/4, 11/6, 11/4 (30 M)
Women's Over 45	
Hope Prockop (USA) bt Isabelle Tweedle (Surrey)	9/2, 9/1, 6/9, 9/1 (31m)
Men's Over 45	
Yawar Abbas (D&C) bt Andrew Cross (D&C)	15/17, 11/9, 11/8, 12/10 (57m)
Women's Over 50	
Bea Spitse (Netherlands) bt Rachel Woolford (Warwickshire)	9/6, 6/9, 9/7, 6/9, 9/4 (45m)
Men's Over 50	
Fredrik Johnson (Sweden) bt Murray Scott (Derbyshire)	9/5, 9/6, 9/1 (51m)
Women's Over 55	
Jill Campion (Middlesex) bt Sarah Howlett (Cambridgeshire)	10/8, 9/4, 9/2 (21m)
Men's Over 55	
Dermot Hurford (Surrey) bt Jon Evans (Wales)	9/5, 5/9, 9/6, 9/2 (39m)
Women's Over 60	
Pauline Douglas (Scotland) bt Jan Ellis (Avon)	9/3, 9/5, 9/4 (24m)
Men's Over 60	
Mark Cowley (Middlesex) bt Stuart Hardy (Middlesex)	9/2 9/3 9/7 (33m)
Women's Over 65	
Ann Manley (Avon) bt Averil Murphy (Essex)	9/5, 6/9, 9/2, 9/5 (37m)
Men's Over 65	
Barry Featherstone bt Derek Collins	6/9, 10/8, 9/0, 9/7 (47m)
Men's Over 70	
Mike Clemson (Yorkshire) bt Chris Ansell (Berkshire)	9/3, 9/2, 9/5 (19m)
Men's Over 75	
Michael Gough (USA) bt Patrick Kirton (Kent)	3/9, 9/7, 9/3, 9/7 (37m)

Premier Squash League

Final

Benz Bavarian Duffield 3-2 Luxfords / 9 Group St George's Hill	
Chris Simpson 2-3 Borja Golan	11-8, 9-11, 7-11, 11-3, 7-11 (98m)
Joel Hinds 1-2 Tom Richards	8-11, 11-5, 8-11 (26m)
Declan James 3-2 Joe Lee (79m)	11-5, 6-11, 11-9, 9-11, 11-5
Richie Fallows 3-1 Charles Sharpes	11-5, 11-1, 9-11, 11-7 (51m)
Laura Massaro 3-1 Yathreb Adel	7-11, 12-10, 11-5, 11-0 (39m)

Final league Positions

Division A

1. Duffield	162
2. Coolhurst	134
3. Birmingham U	129
4. Nottingham	125
5. Leicester	91
6. Pontefract	67

Division B

1. St George's Hill	158
2. VA Surrey	148
3. Bristol	137
4. Chichester	113
5. Winchester	86
6. Exeter	63

English Under 11 Championships – Finals & Champions

Girls Under 11

3/4* Emma Bartley (Suffolk) bt 3/4* Asia Harris (Yorkshire) 11-9 11-6 12-10 (20m)

Boys Under 11

1* Abdullah Eissa (Warwickshire) bt 2* Ben Parlour (Yorkshire) 11-4 11-7 11-6 (16m)

National Racketball Championships – Finals & Champions

Women

Zoe Mellis (Essex) bt Natalie Lawrence (Somerset) 11-6, 11-8, 8-11, 7-11, 11-9 (59m)

Men

Tim Vail (Sussex) bt Ted Jeal (Kent) 11-4, 5-11, 11-2, 8-11, 11-2 (50m)

Women's O35 RR Winner

Natalie Lawrence (Somerset)

Mens O35 RR Winner

Paul Johnson (Wales)

Mens O40

Matt Baker (Devon) bt Ian Cox (Norfolk)

11-4, 11-7, 11-3 (28)

Women's O45 RR Winner

Bev Vatcher (Dorset)

Mens O45

Mark Francis (Yorkshire) bt Robert Hambrook (Norfolk)

11-1, 11-7, 11-3 (21m)

Women's O50 RR Winner

Rachel Woolford (Warwickshire)

Mens O50

Neil Baldwin (Yorkshire) bt Steve Wall (Sussex)

11-7, 11-9, 11-9 (33m)

Women's O55 RR Winner

Paula Arrowsmith (Yorkshire)

Mens O55

Mike Phillips (Sussex) bt Chris Davey (Cornwall)

11-4, 11-3, 11-5 (22m)

Women's O60 RR Winner

Bett Dryhurst (Warwickshire)

Mens O60

Rob Shay (Warwickshire) bt Ian Graham (Sussex)

8-11, 11-6, 11-4, 12-10 (36m)

Mens O65

Ian Graham (Sussex) bt Robert Astbury (Warwickshire)

11-0, 11-7, 11-4 (23m)

Mens O70 RR Winner

John Houghton (Warwickshire)

Mens O75 RR Winner

Anthony Thomas (Warwickshire)

National Club Championships – Finals & Champions

Women

Edgbaston Priory Club bt Pontefract 2-1

Men

Edgbaston Priory Club bt Colets 4-0

Racketball

Queens bt Broxbourne 5-0

European Club Championships - Finishing Positions

Women

1. Mulhouse (France)
2. Newlands (Scotland)
3. Pontefract (England)
4. Espoo (Finland)

Men

1. Worms (Germany)
2. Paderborn (Germany)
3. Mulhouse (France)
4. Colets (England)



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