

2015-2020

PERFORMANCE

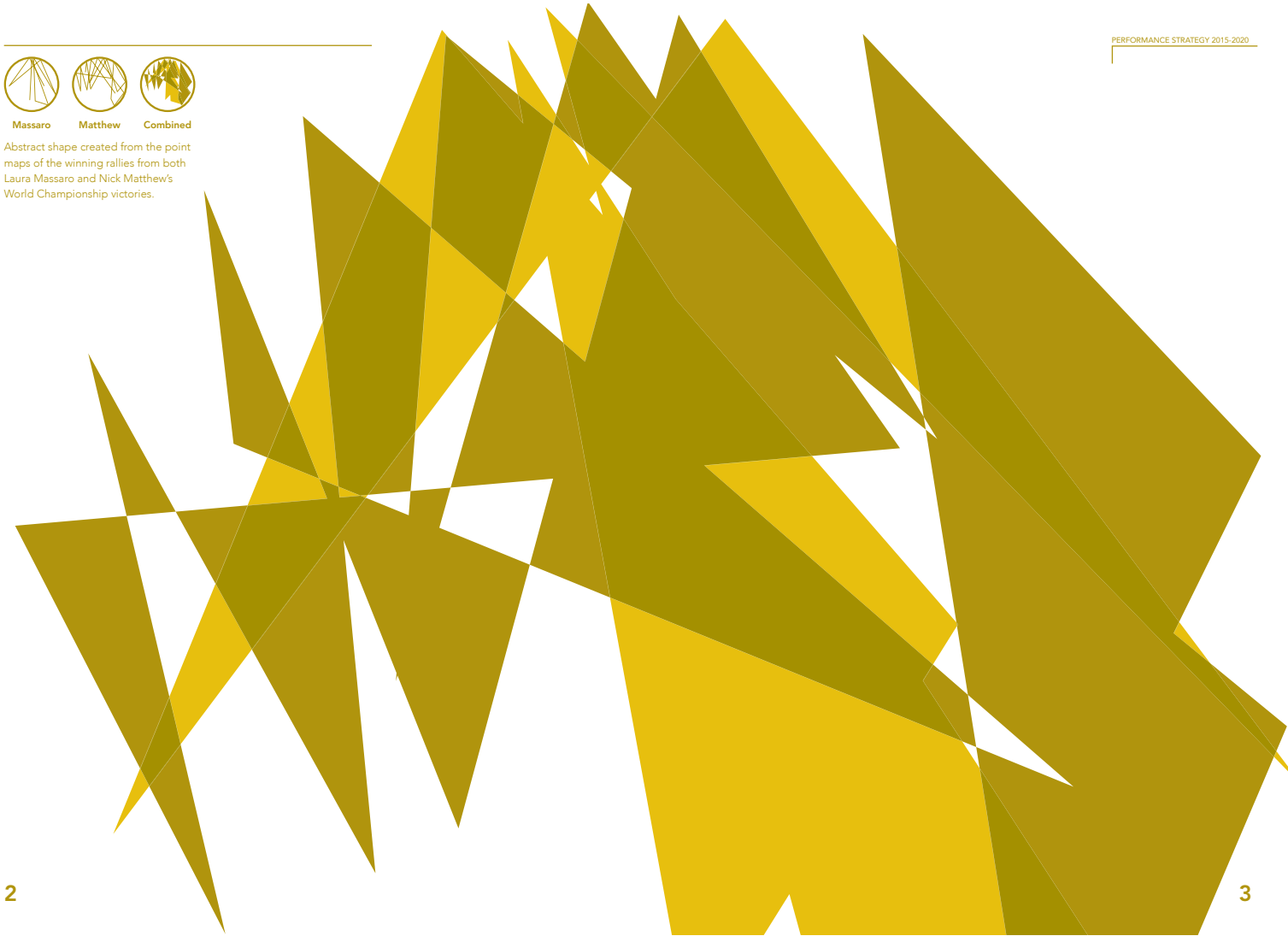
A NEW ERA



England
Squash &
Racketball



Abstract shape created from the point maps of the winning rallies from both Laura Massaro and Nick Matthew's World Championship victories.



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VISION

SUCCESS on the world stage is a vital component in the ongoing development of squash in England. We want, and need heroes to celebrate and role models to aspire to. We have been extremely fortunate to have a very special group of players including world champions, Nick Matthew and Laura Massaro, over recent years.

The unparalleled success of this current generation of senior players is something we can all be justifiably proud of, however, their achievements do not automatically create a new breed of world champions. Following the inevitable retirement of many current seniors over the next few years, we know how we will re-establish England as the world's number one squash country.

Keir Worth
CEO

“THIS STRATEGY PUTS IN PLACE A PROGRAMME THAT PROVIDES A PLATFORM, STRUCTURE AND PROCESS FOR SUSTAINABLE SUCCESS.”

This strategy puts in place, I believe for the first time, a programme that provides a platform, structure and process for sustainable success.

It is now my responsibility and the responsibility of everyone at England Squash & Racketball to ensure this strategy is supported and effectively delivered.

In doing so we must also become more effective at gaining wider recognition for our elite players as we seek to develop and grow the game.

I look forward to the ongoing success of the current seniors whilst following the progress of our current Academy players as they develop and rise through the world rankings.



SQUASH AT THE ELITE LEVEL HAS CHANGED AND THE WORLD LANDSCAPE IS EVOLVING



INTRODUCTION

AS WELL as being the current Men's and Women's World Team champions, England are in the midst of a golden generation. However, with the average age of the team at the 2014 Commonwealth Games in Glasgow being 32, it is important we recalibrate from a position of strength.

This strategy sets out how we will future proof the success of England at a world level. We will redefine what success is over the next 5 years, as we manage the transition from our current senior players, to our future Team England players and their achievement on the world stage.

The challenges are significant and in order to position ourselves to meet them, we will develop and lead an innovative and integrated performance programme that nurtures potential and delivers sustained success.

Tom Duggan
Performance Director

Aligned with Game Changer, our participation strategy, this performance strategy will enable us to meet our ambition to be the #1 racket sport in England. There will be an integrated approach across the whole organisation as to how we attract and retain juniors in to the sport.

A lack of any coherent junior participation plan in more than a decade has delayed the progress of the pathway and meant we have relied too heavily on the passion and drive of our many clubs and counties who have done an exceptional job with little support from the organisation.

Success at an elite level can be a catalyst in developing commercial and publicity opportunities, as well as inspiring and motivating people to start and continue to play the sport.



"ON THE ELITE WORLD STAGE, SQUASH HAS AN UNPARALLELED TRACK RECORD OF SUCCESS IN ENGLAND, INCLUDING RECENT WORLD CHAMPIONS NICK MATTHEW AND LAURA MASSARO."



CONTEXT

SQUASH at the elite level has changed and the world landscape is evolving. To enable us to continue to compete as a nation, we must redevelop ourselves as a country and a system. This strategy sets out how we will deliver the performance programme to build a system that by 2020 will have created a new generation of world leading players at the elite level.

By re-positioning England at the top of the world game we will seek to capitalise, and by 2025 move from being one of the world's leaders to being the world's best.

Over the next 5 years, we will develop a system that is progressive and integrated at all stages of the performance pathway, that maximises the resources we have at our disposal and gives our players the best chance of elite success.

We will learn from other systems and sports, and rather than imitate, we will take a longer-term view on our development. We will focus our time and resources on building on our success and heritage and developing a performance programme that works for England as a squash nation.

**"BY 2020 WE
WILL HAVE
CREATED
A NEW
GENERATION
OF WORLD
LEADING
PLAYERS AT
THE ELITE
LEVEL."**



PERFORMANCE STRATEGY 2015-2020



PLAYER:	PERFORMANCE SYSTEM:	PEOPLE DEVELOPMENT:	PERFORMANCE BRAND:
<p>Ensure players are developed as individuals to fulfil their potential</p> <ul style="list-style-type: none"> Establish and communicate clear entry criteria for the England Development Programme (EDP), Academy and performance programme Introduce and evolve a multi-disciplinary player development and review process (coaching, practice, competition) Facilitate player access to individualised high-quality coaching support Ensure every Academy player has a squash mentor to support their development Provide access to world class Sports Science and Sports Medicine (SSSM) support appropriate to player's requirements and phase of programme 	<p>Develop a systematic approach to player development that is evidence based</p> <ul style="list-style-type: none"> Implement a talent pathway development plan that is assessed and measured regularly Develop and refine a set of progressive player profiles and curriculum at every phase of the talent pathway Develop an innovative competition structure that is appropriate for each phase of the pathway Develop our insight and intelligence to track progress and inform decision-making Ensure appropriate coaches are deployed, resourced and supported at each phase of the talent pathway Establish optimal level of contact with the associated 'England' coaching team for EDP players Create a sustainable infrastructure which delivers operational excellence throughout the programme Establish a centralised Academy programme that provides an optimal performance environment on a consistent basis Implement an elite coach development strategy that is assessed and measured regularly 	<p>Ensure the whole performance workforce are developed as individuals to fulfil their potential</p> <ul style="list-style-type: none"> Develop a coach mentoring programme that enables effective succession planning within the system Establish a localised coaching workforce specialising in talent development within the junior player pathway Ensure every member of the Performance Team has an individualised development plan Develop a group of individuals with the skill set to manage and support EDP representative teams Utilise SSSM support staff to develop and deliver a 'future' practitioner development plan 	<p>Embed a strong culture and promote new leadership that aligns, integrates, develops and promotes the delivery of the performance brand</p> <ul style="list-style-type: none"> Communicate, share and evolve the vision and strategy for performance Establish an independent Performance Management Group Recruit, develop and retain a world-leading team capable of delivering sustained world-level success Manage and develop productive relationships with key partners Develop our visibility and influence at a domestic and international level Continue the development of a culture committed to continuous development

TACTICS

THE STRATEGY is based around four interdependent strategic pillars, each of which is underpinned by specific tactics and the following principles:

1

OPTIMAL
ALLOCATION
OF
RESOURCE

2

WORLD
CLASS
CULTURE
UNDERPINNING
OPERATIONS

3
EXPERT
LED
PROGRAMMES

4

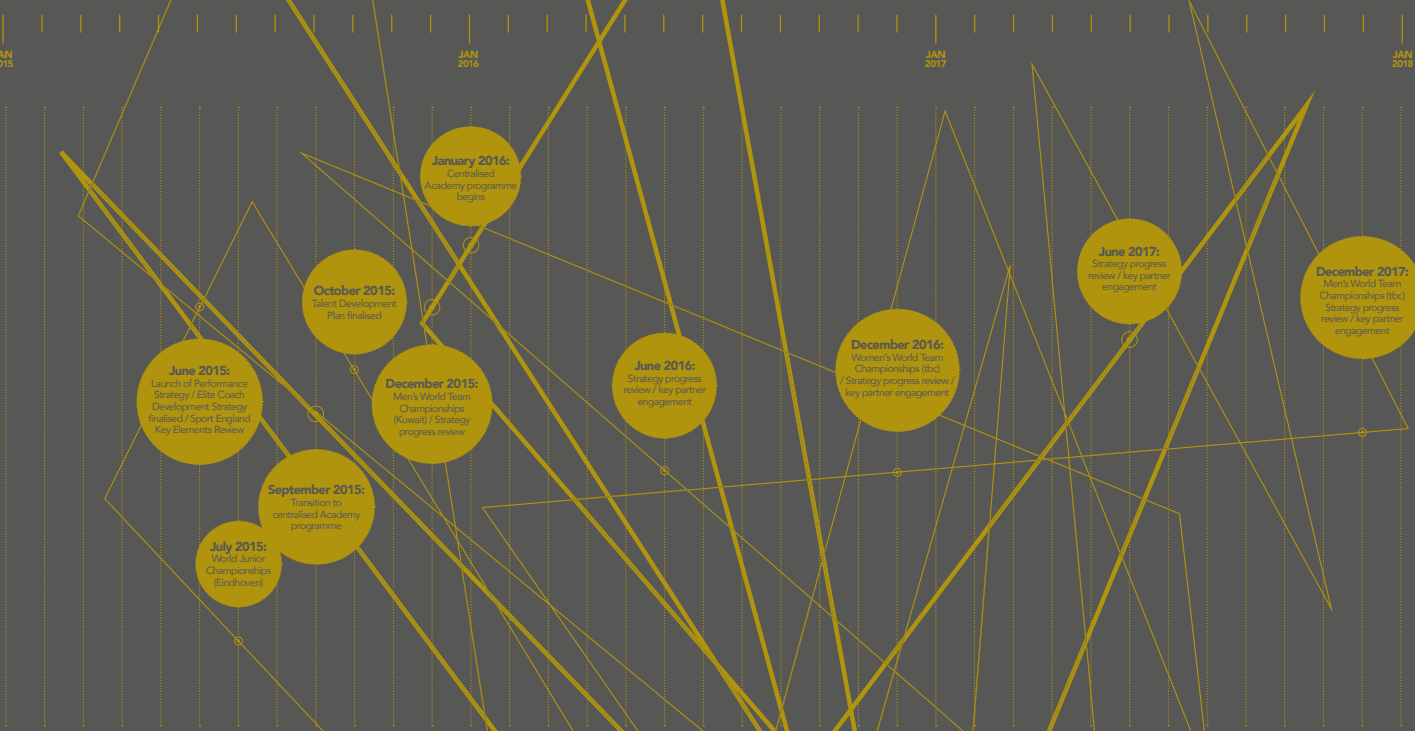
COLLABORATION
AND
INTEGRATION

5

RECOGNISE
INDIVIDUALITY
AND
NURTURE
POTENTIAL

TIMELINE

DATES are to be used as a reference guideline only, all are possibly subject to change or rescheduling.



INTERSPORT

305 SQUASH

INTERSPORT

STRATEGIC

PILLARS



STRATEGIC PILLAR

ONE

ENSURE PLAYERS ARE DEVELOPED AS INDIVIDUALS TO FULFIL THEIR POTENTIAL

GOAL

- We have a transparency relating to involvement with the England programme.
- Each player achieves their potential through a focussed and integrated approach that maximises performance in key periods.
- To ensure our players with potential are working with the best coaches to nurture and support it.
- To provide guidance and advice to support the younger players to make a successful transition into the professional game.
- Players health and fitness is optimised to support their development and performance.

TACTIC

- Establish and communicate clear entry criteria for the EDP, Academy and Performance programme.
- Introduce and evolve a multi-disciplinary player development and review process (coaching, practice, competition) from EDP upwards.
- Facilitate player access to individualised high-quality coaching support.
- Ensure every Academy player has a squash mentor to support their development.
- Provide access to world class Sports Science and Sports Medicine (SS/SM) support appropriate to player's requirements and phase of programme.

STRATEGIC PILLAR

TWO

DEVELOP A SYSTEMATIC APPROACH TO PLAYER DEVELOPMENT THAT IS EVIDENCE-BASED

GOAL

- To embed a transparent and progressive talent pathway that identifies, confirms and develops future champions.
- To have a shared identity of the profile of a world-class player at each level of the pathway, which identifies, confirms and develops talent based on clear evidence.
- To ensure there are enough of the right competitions to support the development of players with potential.
- To have a robust player centred tracking system for the talent pathway to evaluate progress.
- To establish a wider network of world class coaches working and specialising in the right phases of the pathway.
- To maximise the learning and development of players identified with world class potential.
- To ensure that the policies, procedures and practices support the performance programme and reflect world class operations.
- To maximise the performance of the senior players and steepen the performance trajectory of the Academy programme players.
- To systematically measure the impact and effectiveness of the coaching workforce, to identify and plug gaps in personnel, education and development.

TACTIC

- Implement a talent pathway development plan that is assessed and measured regularly.
- Develop and refine a set of progressive player profiles and curriculum at every phase of the talent pathway.
- Develop an innovative competition structure that is appropriate for each phase of the pathway.
- Develop our insight and intelligence to track progress and inform decision-making.
- Ensure appropriate coaches are deployed, resourced and supported at each phase of the talent pathway.
- Establish optimal level of contact with the associated 'England' coaching team for EDF players.
- Create a sustainable infrastructure which delivers operational excellence throughout the programme.
- Establish a centralised Academy programme that provides an optimal performance environment on a consistent basis.
- Implement an elite coach development strategy that is assessed and measured regularly.





STRATEGIC PILLAR

THREE

ENSURE THE WHOLE PERFORMANCE WORKFORCE ARE DEVELOPED AS INDIVIDUALS TO FULFIL THEIR POTENTIAL

GOAL	TACTIC
<ul style="list-style-type: none"> • To develop and align the wider national coaching team to enable succession planning within the system. • To enable us to have a wider network of people able to not only identify and select players with potential, but to support and develop them. • To enable us to support and benchmark staff against our defined world class levels. • To broaden the support system and spread the administrative and management responsibilities for key events. • To widen the knowledge, understanding and applied experience of developing squash players within the SS/SM system. 	<ul style="list-style-type: none"> • Develop a coach mentoring programme that enables effective succession planning within the system. • Establish a localised coaching workforce specialising in talent development within the junior player pathway (e.g. Within County / Aspire programmes). • Ensure every member of the Performance team has an individualised development plan. • Develop a group of individuals with the skill set to manage and support EDP representative teams. • Utilise SS/SM support staff to develop and deliver a 'future practitioner' development plan.

STRATEGIC PILLAR

FOUR

EMBED A STRONG CULTURE AND PROVIDE CLEAR LEADERSHIP THAT ALIGNS, INTEGRATES, DEVELOPS AND PROMOTES THE DELIVERY OF THE PERFORMANCE BRAND

GOAL

- To ensure that the Performance team department and support staff have a clear and shared vision of performance success, and are engaged and targeted at how they contribute to its success.
- To provide internal and external advocacy and be a 'critical friend' for the Performance team.
- To ensure that the staffing structure is fit for purpose and that all staff are aligned to the delivery of the Performance strategy.
- To align and maximise support for the programme, strategy and sport.
- To influence regulatory frameworks and competitive structures to be favourable to England.
- To ensure that values, behaviours, knowledge and programmes are contemporary and world leading.

TACTIC

- Communicate, share and evolve the vision and strategy for performance.
- Establish an independent Performance Management Group.
- Recruit, develop and retain a world-leading team capable of delivering sustained world-level success.
- Manage and develop productive relationships with key partners (e.g. English Institute of Sport, Sport England, Eastlands Trust, County Associations).
- Develop our visibility and influence at a domestic and international level.
- Continue the development of a culture committed to continuous improvement.



REDEFINING SUCCESS



England
Squash &
Racketball

National Squash Centre

Sportcity
Manchester
M11 3FF

enquiries@englandsquashandracketball.com
T: 0161 231 4499