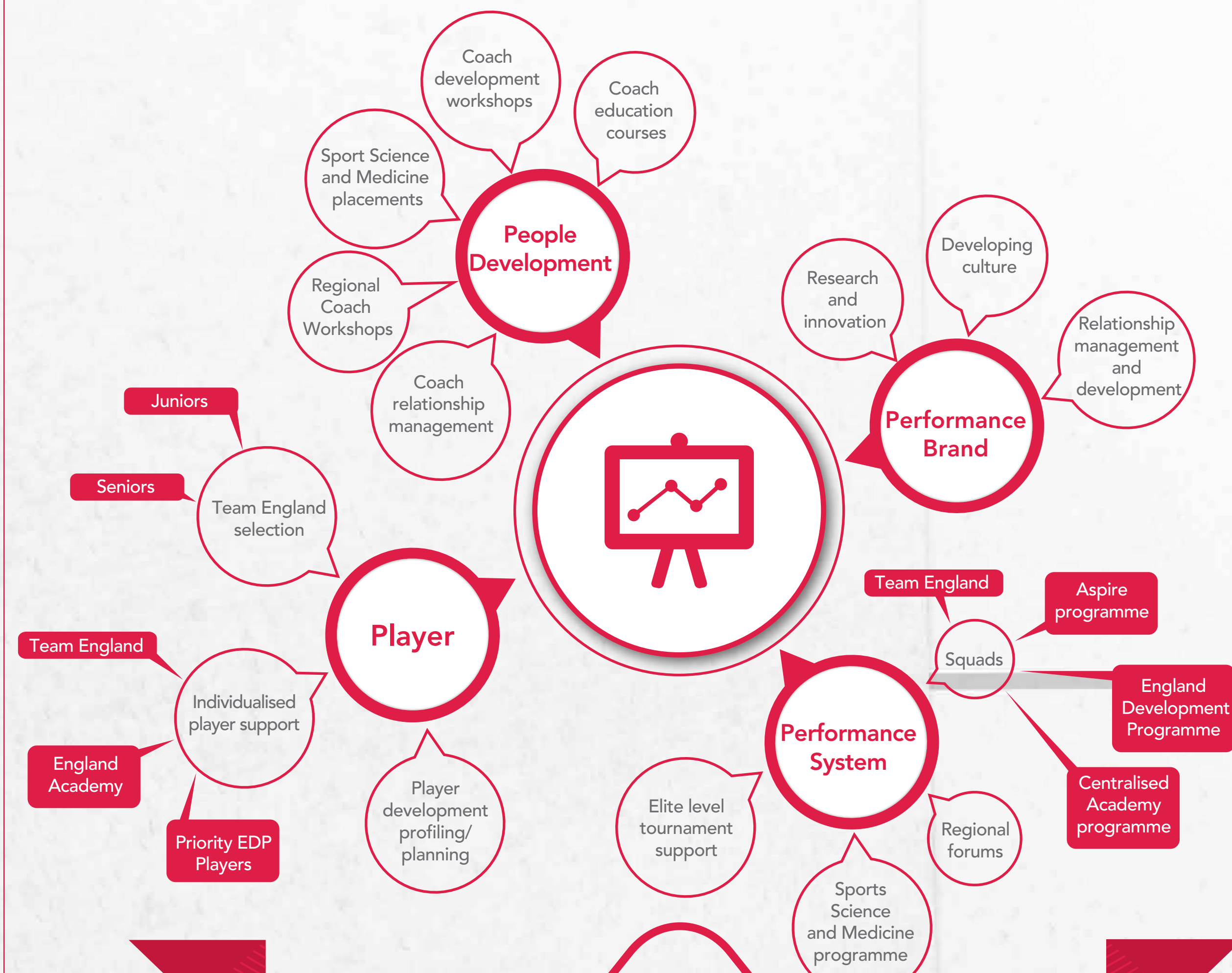


PERFORMANCE



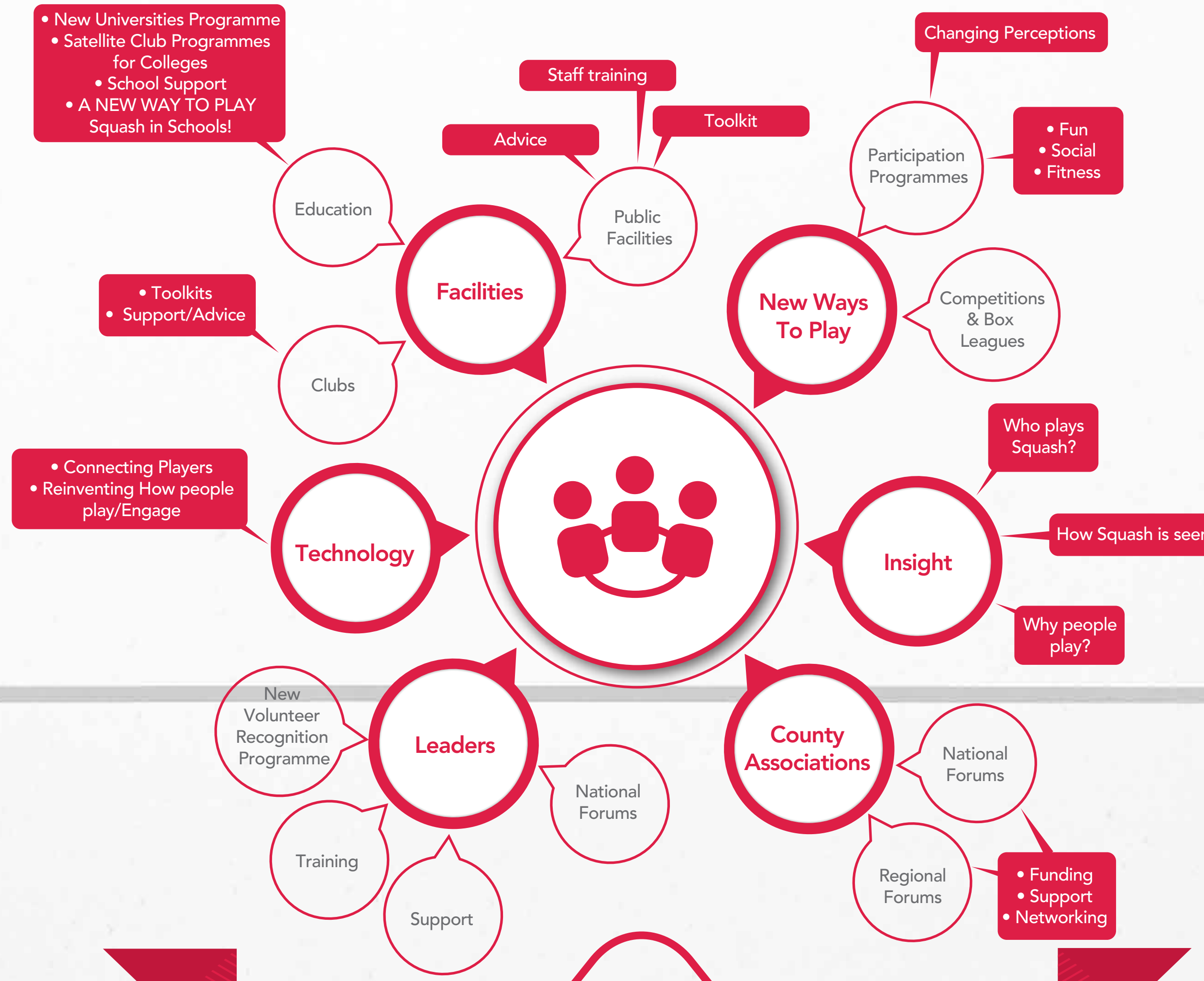
VISION:
By 2020 to have created a new generation of world leading players at the elite level

MISSION:
We will lead an innovative and integrated performance programme that nurtures potential and delivers sustained success

- OBJECTIVES:**
- 2015 World Team Championships (Men) = Finalists
 - 2016 World Team Championships (Women) = Finalists
 - Aggregate world ranking (Seniors = 2nd) (U24 = 2nd)
 - 2015 World Juniors Teams (Girls) = 4th
 - 2016 World Juniors Teams (Boys) = 3rd

<p>PLAYER:</p> <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 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 SS/SM support appropriate to player's requirements and phase of programme 	<p>PERFORMANCE SYSTEM:</p> <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 appropriate to each phase of the player pathway • Develop our insight and intelligence to track progress and inform decision-making • Appropriate coaches are deployed, resourced and supported at each phase of the player 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 • Implement an elite coach development strategy that is assessed and measured regularly 	<p>PEOPLE DEVELOPMENT:</p> <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 SS/SM support staff to develop and deliver a 'future' practitioner development plan 	<p>PERFORMANCE BRAND:</p> <p>Embed a strong culture and provide clear 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 improvement
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PARTICIPATION



VISION:
To transform Squash into a vibrant, sustainable and growing sport

MISSION:
We will redefine why, where and how people can connect with squash so that it is accessible and relevant to the widest possible range of people

- OBJECTIVES:**
- 4,000 new weekly 14+ players in Clubs
 - 5,000 new weekly 14+ players in Public and Private Leisure Centres
 - 2,000 new weekly 14+ players in Education based facilities
 - Become a highly regarded insight led Participation Team valued by our partners
 - 1,000 new registered junior players <14

<p>LEADERSHIP OF SQUASH:</p> <p>Redefine Squash as something to be enjoyed by anyone in their own way</p> <ul style="list-style-type: none"> • Embed new England Squash brand, values and culture across Participation team • Review, reignite and enhance 'key relationships based on the values of England Squash' new brand and work with partners to extend its reach • Review role and positioning of Racketball with a new focus on participation • Launch a new quality assured affiliated club development programme, including resources, provided through the technology platform • Create a sector-leading Participation team seen as 'high-performing' by key partners • Embrace technology wherever possible to improve efficiency and quality of Participation • Develop our insight and intelligence to track progress in each sector and highlight new opportunities • Create a network of regional forums engaging with key partners at a local level, particularly County Associations 	<p>FACILITIES:</p> <p>Recruit and retain players across our three playing environments</p> <ul style="list-style-type: none"> • Launch a new quality assured affiliated public facility development programme, including resources, provided through the technology platform • Launch a new quality assured affiliated club development programme, including resources, provided through the technology platform • Create a tiered network of progressive and prioritised clubs to be launched in 2016/17 • Review and prioritise leisure providers and establish a new high-quality commercial framework for engagement and support • Use capital funding to support and enhance relationships and increase scale of impact • Create a new school-club link programme 	<p>SQUASH PRODUCTS:</p> <p>Develop a suite of programmes tailored to players' and providers' motivations to redefine how squash is 'packaged'</p> <ul style="list-style-type: none"> • Create 'Squash Active' - A new programme (way to play) targeted at a specific market segment and designed around their motivations • Create 'Squash Fit' - A new programme (way to play) targeted at a specific market segment and designed around their motivations • Review, redesign and re-launch improved FE and HE initiatives • Using technology, find new ways to connect players and improve the experience of being 'a squash player' • Offer new reasons and genuine value to encourage players to link with ESF • Use national and local targeted campaigns to increase the visibility and profile of our squash programmes • Facilitate growth and retention by developing a new range of competitive opportunities and associated support for facilities to run them 	<p>SQUASH WORKFORCE:</p> <p>Engage and enable people to bring about positive change in the sport</p> <ul style="list-style-type: none"> • Through a new business to business approach, direct, guide and empower delivery stakeholders • Extend our team culture, committed to continuous improvement, to our Workforce • Recruit, train and support a workforce of Advocates at public facilities • Recruit, train and support a workforce of advocates at Universities and FE Colleges • Recruit, train and support a workforce of referees • Recruit, train and support a workforce of coaches to deliver our programmes and promote our sport
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MARKETING & COMMUNICATIONS



VISION:
We will ensure the nation has a positive perception of squash

MISSION:
We will use bold and innovative marketing and communications to reinvigorate interest and grow the sport, and to assist us in achieving greater commercial sustainability

- OBJECTIVES:**
- New brand values and culture embedded throughout the organisation and full implementation of branding collateral
 - New membership and affiliation offer operational with a 100% increase in profit
 - Implement a fully functional technology platform, and grow database from 20,000 to 40,000 full and clean membership records
 - Increase the revenue and value of commercial activities by 250%
 - Implement a fit for purpose structure for the Department

<p>MARKETING:</p> <p>Promote the sport and the organisation across all market segments in a way that embodies our brand and values</p> <ul style="list-style-type: none"> • Launch and promote products and campaigns that redefine the ways in which squash is played and promoted, working with partners where appropriate • Reposition squash as a desirable fitness and leisure activity in terms of perceptions and evidenced through participation levels • Develop a clean and relevant database to drive commercial revenue • Explore and implement opportunities for driving commercial income through merchandising • We will be more visible to all our stakeholders, providers, counties, clubs and individuals • Review current roles and responsibilities within the Department 	<p>COMMUNICATIONS:</p> <p>Deliver the relevant information to all stakeholders in a timely way through channels appropriate to the audience</p> <ul style="list-style-type: none"> • Adopt a style and tone of voice for all communications that aligns with the new England Squash brand and England Squash's vision for the sport as a whole • Among all communication channels, ensure an appropriate balance between elite and participation content • Through a thorough analysis of the available channels and resources, ensure we utilise the most efficient and effective means possible to communicate • Review current roles and responsibilities within the Department 	<p>COMMERCIAL:</p> <p>Drive new and diverse income streams in order to create greater commercial sustainability for the organisation in both the short and long term</p> <ul style="list-style-type: none"> • Create the rights holding for an attractive sponsorship offer at all levels • Introduce a membership and affiliation proposition that reflects the needs of both members and affiliated clubs, offering attractive and relevant benefits for each • Develop a single, clean and sophisticated database to drive commercial revenue • Through implementation of the new brand, review and develop endorsement and partnership opportunities • Design a programme of events and competitions that is commercially viable, encourages participation and supports the talent and elite pathway • Work with the Squash & Racketball Foundation to closer align the work of both organisations in order to drive opportunities to increase participation
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