



## A STRATEGY FOR GROWTH

2015 – 2019



PERFORMANCE • PROGRAMMES • POTENTIAL • PARTICIPATION

INNOVATIVE • INVESTABLE • INIMITABLE • INCLUSIVE



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## PREFACE

Scottish Squash and Racketball (SSRL) formerly Scottish Squash and the Scottish Squash Racquets Association (SSRA), was established in 1936. Formed originally to facilitate competition, SSRA was originally just a club of clubs. The boom of the 1970s saw the demographic of the sport broaden very significantly and the subsequent “infilling” of the national court estate- predominately private clubs - by local authorities and commercial ventures including hotels. The period that followed the boom years predictably saw Scottish success on the world stage, including a world champion, possibly the best ever.

Scotland enjoyed influence at a World level from the earliest days, something which is sadly no longer the case. With the comfort of a boom, it looks now as if more could have been invested in securing the future of the sport. It is a matter of record that much of the “one-wall” derivatives being used now to raise awareness and increase the reach of the sport were proposed in the 1980s to the then SSRA in an academic paper and were merely, and with today’s perspective astonishingly, just “noted”.

Much of the decline in participation since the boom could be attributed in part to the influence of the competitive leagues whose activity have tended to define a squash club by its teams rather than the social capital of the club. In brief perhaps not as inclusive as they might have been. No-one denied change was necessary and the transformational change promised by the SSRL Directors in 2010 was a change in much more than name and logo. Importantly the name change indicated a wider perspective with SSRL incorporating the new positioning statement of “Promoting, Fostering and Developing the sports of Squash and Racketball in Scotland”.

Demonstrating both the untapped appeal of the sport and the desire to widen the reach of the sport even further, SSRL now has initiatives and programmes in all school sectors, the disabled sector and in the 3rd sector, demonstrating a true market centred approach; true corporate pluralism not administrative inclusiveness; a wide spectrum sport making squash truly a sport for all

With world class performance programmes now embedded, Scotland is approaching the standards of the best of times with 4 males in the world top 125, and consistently outperforms its peers at European team events. The young players coming through the performance programmes give immense comfort for a strong future,

Building on the success of the Glasgow Games, SSRL and partners are currently developing proposals to bring world class squash to Scotland.

SSRL is also developing commercial opportunities that could, in the medium term, help to fund the future development of the sport. In this SSRL may be the only “governing body” engaging with Scottish Enterprise.

At grassroots, it is pleasing to see Scottish squash clubs becoming more aware of their place in community and their role going forward in the creation of a sustainable sport. As this plan was being developed, SSRL believes it may be enjoying the greatest percentage of club affiliation since its creation in 1936.

SSRL has repositioned itself from that of the administrative and sometimes authoritarian “governing body” to a pro-active body taking full responsibility for building a strong successful sport over time; one which could be an exemplar to others.

Squash in Scotland has changed and will continue to change.

## 1 EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

Since 2006, SSRL has introduced, consolidated and has optimised a world class Performance Programme, delivering a service not only to existing elite athletes but also giving a pathway for aspiring athletes throughout Scotland. With a 12 year minimum timeline to develop players, the return on investment will become evident in the years ahead. SSRL recognises the support given by the sportsotland Institute of Sport and Heriot-Watt University in the development of the Performance Programme.

In 2010, with an eye on improving participation, the then Board of Directors promised transformational change in the sport as the status quo was not seen as likely to yield a sustainable future. In the last 4 years much work has been done to develop and refine new formats and products designed primarily to increase awareness and encourage trial of squash in both existing and new sectors. This activity, prompted in the first instance by CashBack for the Community, has continued more slowly than might have been desirable due to very limited resources. With much of the material now resolved and proven, it is clear that squash can significantly increase its reach beyond its traditional boundaries..

Without fear of contradiction, SSRL is currently under resourced and underfunded.

SSRL's present output is comparable to organisations several times larger but such levels of activity are not sustainable. In addition, the retention and recruitment of the key personnel who will sustain this level of activity cannot be expected without a significant increase in reward offered. This is not possible at current funding levels. Whilst SSRL has some commercial propositions that may or may not yield additional funding in the medium term, the matter of the inadequacy of resource must be addressed in the short term if programmes in both performance and participation are to be sustained and fully realised.

SSRL believes Scotland may be leading the world of squash in both Performance and Participation programmes and that the significant potential will be realised over time.

SSRL believes that with appropriate resources, a paradigm shift is possible in the perception of the sport in Scotland, It is in fact already happening. "Bashing a ball against a wall"\* can and will become a core sport within Scotland.

The SSRL Board and staff are fully committed to this plan, and acknowledge the guidance and support of its many partners.

With focus on performance; programmes; potential and participation and innovative by nature, inimitable and inclusive, the sport of squash in Scotland has a strong investable future.

## 1.2 STRATEGIC REVIEW

In a recent strategic review supported by Scottish Enterprise and carried out by a 3<sup>rd</sup> party (UXL) the extent and nature of the required change was articulated.

SSRL's strategic goals, in no particular order, were defined as:

<b>1</b>	<b>Increase participation</b>	Develop the squash franchise
<b>2</b>	<b>A fit for purpose system</b>	An organisation model that can be transferred internationally and across sports
<b>3</b>	<b>Affiliate Club Membership</b>	Increase the number of affiliated clubs
<b>4</b>	<b>Estate</b>	Retain and increase number and quality of courts and places for <i>"bashing a ball against a wall"</i>
<b>5</b>	<b>Financial security</b>	Find new income streams
<b>6</b>	<b>International reputation</b>	Growth in participation and innovation in the development of the sport.

What follows is a comprehensive plan for the development if not the re - invention of the sport in Scotland, embracing these strategic goals.

The Strategic Goals and Requirements arising are highlighted throughout this document.

Whilst this is a 4-year strategic plan, SSRL has and will continue to embrace a culture of continuous improvement, responding to changes and opportunities within the marketplace as required. For that reason this plan will almost certainly be continuously revised.

*SSRL Board of Directors*

*October 2014*

## **2 PARTICIPATION STRATEGY**

### **2.1 OVERVIEW**

The lifeblood of any business is the sales of its product, continuous improvement of the product, a continuous feed of new customers and preferably repeated consumption of its product. A sustainable future is seldom ever achieved by polishing the status quo. That is more likely to be the management of decline. A sustainable future is only achieved by focus on growth. In the business of sport, that lifeblood is participation and a sustainable future can only be created by constantly driving growth in participation.

Squash is a truly global sport aspiring to full Olympic status. Globally, the focus of the sport has spread far beyond the core Commonwealth countries where it was taken by the British Empire. Squash participation in many countries is cyclical, with new generations continuously rediscovering the benefits of the sport. There is no dispute that participation in squash in Scotland, as with many other sports, has declined since its peak of the 1970s. The reasons are multi factorial. The scale of the decline varies from area to area, and the fault may lie in many areas out with the control of sport itself. In particular the education landscape has changed significantly in the last 50 years. The Corinthian and Olympian ethos; the fiercely athletic and healthy habits instilled in the past, is indeed a thing of the past, especially in state schools. Schools are now charged to deliver activity. The inculcation of a sporting habit and the introduction of a wide range of sports to children has become problematical. State schools tend to favour team sports because of the correlation to class size and also the apparent unfamiliarity of a new generation of teachers with other sports – including squash. As sports must now compete for every participant, they must market their sport, in short sell their sport. Squash has to change to better fit the changed landscape.

In Scotland, the decline in squash is not directly attributable to lack of facilities. Whilst Scotland may have had the highest penetration of courts in Europe in the 70s and whilst some 40% of courts have gone or been converted, Scotland still enjoys a good geographical distribution of clubs and courts. However, despite retaining a national network, the demographic of the sport has continued to age and children and women are not being introduced to the sport in sufficient numbers to sustain sporting structures

Awareness of the sport of squash in the young is thought to be relatively low, particularly amongst state school students, and even remarkably amongst younger PE teachers. There is a pressing need to raise awareness of squash as the viable and inexpensive sporting option that it is. Scottish Government funding primarily focuses on quality – sports systems, performance and coaching standards. SSRL believes that whilst SSRL is broadly fit for purpose in all of these areas, its immediate focus must be to increase participation.

SSRL believes that for the sport of squash to be sustainable it must increase quantity as well as quality – it must drive participation

### **2.2 CLUB DEVELOPMENT**

The decline in the sport can be attributed to the focus on competitive leagues over club structures for their own sake. A squash club is presently more likely to be defined by its teams rather than the social capital of a club for its own sake. Carried to the extreme, the sport will cease to exist when the last team collapses, as has happened with other sports e.g. quoining, a sport once bigger than football in Scotland.

There is therefore a need to reinforce those clubs that exist and to create new clubs where the sport has over time become disengaged from the rest of the sport.

#### **a) CONSOLIDATION OF TEAMS INTO CLUBS**

There may be opportunities to consolidate existing nomadic teams to form the basis of future clubs e.g. where more than one team are currently based.

## **b) CLUBS IN PUBLIC FACILITIES**

Traditionally the perception of clubs based in public facilities has been that they are in some way disadvantaged vis a vis the private club. Whilst this may have been the case at one time, SSRL believes that this is no longer the case. As can be seen in other countries, the health of sport is directly attributable to a progressive commercial ethos of venue owners. In fact the converse could be argued namely:-

- That sport is well promoted and trial is often better encouraged in commercial venues.
- Recent moves to trust status in local authority providers has vastly improved the marketing of sports in public venues.

There is potential to create new clubs in public facilities. To do this it may be necessary to move outside the paradigm of a traditional squash club, and possibly even the current definitions of membership.

## **c) CREATION OF NEW OR NOVEL CLUB STRUCTURES**

Using the widest interpretation of a club, a club could be any or all of the following,

- A children's "Big Shots" club
- A "Women's" club
- A "Racketball 3s" club
- An Urban Squash project

### **2.2.3 FRANCHISING**

To use the academic definition of "positioning" - there needs to be a persuasive reason for people to engage with squash – the necessary welcoming, inclusive and fit for purposes structures in place to make squash the chosen sport of many. SSRL also wants the sport's standards and its offer to be consistently high throughout Scotland.

In addition SSRL holds the intellectual property (IP) on a number of innovative formats and products. In some cases these do have some commercial value - upon which SSRL hopes to capitalise over time.

To ensure that standards are consistent and the value of IP is suitably leveraged to benefit the sport, the Squash franchise in Scotland needs to be managed.

The current de facto "franchisees" of squash in Scotland are SSRL's 6 regions. However the six regions "offer" is not consistent. Some Regions are more pro-active than others. In some cases the Regions are simply the organiser of the leagues maintaining rather than developing the sport.

SSRL now wishes to realise the potential of the Regions in delivering the future model of the sport. This relationship is anticipated in the Articles of SSRL which state

*"the Management Board shall establish the strategic direction and policies of SSR from time to time; secure funding, approve budget and monitor expenditure; monitor the implementation of all plans and policies of SSR; and provide direction and leadership for Squash in Scotland."*

and

*"Associated Regional Associations shall assist SSR in implementing the Principles and Objects of SSR and all rules of SSR in their regions and must observe all Principles and Objects of SSR and all rules of SSR".*

The adoption of a "franchise" model by Region and clubs is arguably the biggest single change contained in this plan. It should reinforce the structures, create a progressive and market led culture, and make more than just the remote faceless "governing body" accountable for the sport at local level.

The future measure of success of SSRL's Regions will be the extent to which the franchise model is adopted within the regions, the distribution and market penetration achieved of the new products and formats:

For example:-

- percentage of nursery schools engaged with club
- percentage of primary schools engaged with club
- percentage of secondary schools engaged with club
- percentage of FE colleges engaged with region/club
- number of qualified referees in Region
- number of qualified coaches in Region
- percentage of affiliated clubs

These targets are referred to in Coaching and Referee sections below.

In developing a franchise model based on the universal activity of “bashing a ball against a wall”<sup>®</sup>, SSRL believes it may have created a model that can be taken throughout the squash world.

## **PARTICIPATION SUMMARY**

<b>STRATEGIC AIM 1</b>	Increase participation	Develop the squash franchise
<b>STRATEGIC AIM 2</b>	A fit for purpose system	An organisation model that can be transferred internationally and across sports
<b>STRATEGIC AIM 3</b>	Affiliate Club Membership	to increase the number of clubs
<b>STRATEGIC AIM 4</b>	Estate	Retain and increase number and quality of courts and places for “bashing a ball against a wall”
<b>STRATEGIC AIM 5</b>	Financial security	Find new income streams
<b>STRATEGIC AIM 6</b>	International reputation	growth in participation, innovation in the development of the sport

**REQUIREMENTS** The plan for club development is detailed in a separate plan. This plan details the need for 3 (FTE) Regional Development Managers to give national coverage. SSRL needs these posts to be filled as a matter of urgency to realise the full potential of the new formats.

SSRL needs a fit for purpose ICT system that can be an efficient operating system for the whole sport; that will also enable the sport to be marketed using accepted best practice. This will include a redesigned Matrix system for all of the sport and all sectors of the sport e.g schools.

Legacy systems and the challenge of sourcing and funding an appropriate system are possibly the biggest single financial risk SSRL faces.

SSRL will need continued support for its business centred approach to develop the sport.

SSRL will need to fund increased level of marketing in the period 2015 – 2019, to assist member clubs with “products” with which to attract a new demographic. It is anticipated that a spend of of £10k – £15k in Year 1 will be necessary



## 3 PERFORMANCE PROGRAMME

### 3.1 INTRODUCTION

Over the past 15 years, the original Heriot-Watt University Junior Squash Academy has grown into the SSRL Performance Programme - a world class talent development system managed by the SSRL Performance Director/National Coach.

Performance has been outstanding, with Scotland punching well above its weight.

The Performance Programme comprises a number of distinct sub-programmes:

- National Senior Squad
- National Youth Squad
- Heriot-Watt University Junior Academy
- National Talent Squad
- Regional Performance Squads
- Regional Development Squads

Also, running in parallel with the junior programmes, is the new National Girls' Squad.

Each squad is led by a head coach who has been educated to the highest available levels, have additionally completed the Performance Coach Development Programme and have been mentored through the variety of duties of the various positions. They, in turn, have been trained as mentors and train new candidate coaches who are undertaking the Performance Coach Development Programme and who then may be assigned to new development squads. The Senior and Youth squads are the responsibility of the National Coach while the Junior Excellence Programme (which incorporates all of the junior squads) is the responsibility of the Assistant National Coach.

The focus of the Performance Programme is on winning for Scotland at senior international representative level - in particular at the European Team Championships, the World Team Championships and the Commonwealth Games.

### 3.2 RESULTS 2011 - 14

The Senior Men's Team has finished 4th at the European Team Championships (behind England France and Germany) for the past 3 years. Seeded 16th on individual player world rankings, they also finished 9th at the 2013 World Men's Team Championships in France after only losing to eventual finalists England and Egypt - arguably the two best performing teams.

At the Commonwealth Games in Glasgow, Alan Clyne and Greg Lobban reached the final 16 of the Men's Singles before losing to the No.1 and 5 seeds respectively. In the Men's Doubles, Greg Lobban and Stuart Crawford reached the quarter-finals where they lost to the Gold Medal team, while Alan Clyne and Harry Leitch were again foiled in their attempt to win a medal - finishing 4th. In the Mixed Doubles, Alan Clyne and Frania Gillen-Buchert defeated the No.8 seeds but were then defeated in the round of 16, and Kevin Moran and Alex Clark also lost in the round of 16 to the top seeds and defending Gold Medallists. In the Women's Doubles, Frania and Alex finished third in their pool and did not make the knockout stage.

On the men's professional tour, our seniors have all improved their world rankings significantly over the past 4 years with Alan Clyne (35), Greg Lobban (72), Dougie Kempself (111) and Kevin Moran (125). Alan won one and Greg won two tour events in the past 12 months.

### 3.3 2015 - 2019 PLANS

The systems that have been designed, developed and established over the past 15 years are clearly world class and will continue to produce more and more players towards the Programme's stated ambition. Increasing numbers of young players are now graduating out of our junior programmes and moving to Edinburgh to train full-time at the National Training and Competition Centre at Heriot-Watt. Continual review and refinement will allow the Programme to evolve as the demands of the sport, our players and our goals increase.

1. Primary performance targets remain to medal at every representative senior event - including the ETC, the World Team Championships and the Commonwealth Games in 2018.
2. The key to the success of the Programme to date has been the quality of the coaching network, the coach development process, and the shared principles and processes. Redundancy must now be built into the Performance Coach network to ensure that programmes do not lapse as existing coaches move on. To this end, more Performance trained coaches will be put through the Performance Coach Development Programme and assigned to the growing number of Regional Talent Development Programmes - expanding the availability of quality coaching to young players across the country. All members of the Senior and Youth Programmes are required to complete this course - which also provides credit towards their UKCC Level 3.
3. Further, the positions of SSRL Performance Director, National Coach and Assistant National Coach must be supported by appropriate salaries and conditions to attract world class candidates in the case of resignations, etc. A significant increase in salaries is warranted and funding for this must be obtained.
4. Doubles remains a focus for development towards the Commonwealth Games on the Gold Coast in Australia in 2018. Additional investment will be required to ensure regular international doubles competition is available throughout the period 2014-18 and particularly in 2016-17.
5. Targeted investment in appropriate international competitive opportunities will remain a core function of the Programme with increased support by coaching staff at more individual events.
6. Now that a complete video recording system has been installed at HWU, increased use of video feedback and video analysis will be available to members of the various squads. Increased performance analysis via sportscotland Institute of Sport support will be made available to selected players
7. Building on the work of the past 2 years, the intention is to develop the members of the Girl's Programme to the standard necessary to enter Women's Teams in these events within the next 3 years. Increased investment in this programme is required to support additional training opportunities and targeted competitions.

8. The HWU Academy Programme will be expanded to incorporate the Youth Programme – monthly sessions, conducted alongside the Junior Academy training days, for players over 19 that are still regionally based. Support for regular mini-camps will also be required to assist these players to visit the National Training Centre for longer periods of time.

### 3.4 PERFORMANCE PLAN BUDGETS

The full performance plan is provided by separate cover.

The draft Performance budget for 2014 – 2019 is contained in **APPENDIX 3**.

In summary:

FINANCIAL YEAR	SPORTSCOTLAND FUNDING	OTHER INCOME INCL. PLAYER CONTRIBUTION	STANDING EXPENDITURE (OVERHEADS)	DISCRETIONARY EXPENDITURE	TOTAL	Funding gap
	£000s	£000s	£000s	£000s	£000s	£000s
2014 - 2015	195	46	99	143	241	
2015 - 2016	0	44	115	165	279	236
2016 - 2017	0	47	116	180	296	249
2017 - 2018	0	48	117	203	320	272
2018 - 2019	0	55	120	188	307	252
2015 – 2019						229

### PERFORMANCE SUMMARY

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**STRATEGIC AIM 2** A fit for purpose system an organisation model that can be transferred internationally and across sports

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**STRATEGIC AIM 6** International reputation growth in participation, innovation in the development of the sport

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**REQUIREMENTS** Investment is required to increase the full time coaching structure to 3 heads. Cost of reviewing of salary levels and appointment of third head, total cost thought to approximate to an additional 70K per annum.

Funding gap for existing programme over 4 year cycle 2015 – 2019 is c 229K or an additional average increase of c £58K per annum.

Total funding gap of £128,000 per annum

Replacement for Matrix software

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## **4 COACHING PLAN**

### **4.1 INTRODUCTION**

Coaches are required at all levels to encourage participation and development. The core objective of coach education post and programme is to create capacity at all levels of the sport, creating defined and acceptable pathways.

SSRL remain committed to the ethos of UKCC and to the promotion and preservation of coaching standards. SSRL will continue to support the UK source group, benefiting from the collective expertise of the Home Nations, Sport Coach UK and First4sport. Discussions continue on the revisions to the UKCC structures. In common with many sports, having established UKCC and embracing continuous improvement, there is an acknowledgement of the need for some modifications as the UKCC must reflect best practice and remain relevant to the marketplace and to the candidates' cohort. SSRL supports continuous improvement, core to any quality management system.

Of note, the distinction previously made between squash and racketball by some will be discontinued. Over time this will be embraced by all relevant qualifications and the term "racketball" will be dropped from all qualification titles.

To support new formats developed to increase participation, SSRL has developed courses for those delivering in non-court formats by non-qualified coaches, referred to below as "Sub Level 1"

### **4.2 SUB LEVEL 1**

Qualifications outside of the UKCC will be continuously reviewed and designed to ensure relevance to the particular market channel. For example material used in schools will be designed to be congruent with the Curriculum for Excellence. The segments, products and current qualifications are shown below.

In these sectors the core resource is "Squash - Try It, Play It, Love It " resource developed by SSRL.

In the chart below "Squash - Try It, Play It, Love It " is referred to as STIPLI

SSRL believes it is leading the squash world in the development of these resources.

SECTOR	PRODUCT	DELIVERY	QUALIFICATION	RESOURCE	
<b>NURSERY SCHOOLS</b>	Squash Nippers <small>©SSRL</small>	Teacher /Leader		Leaders' guide	<b>STIPLI</b> <small>©SSRL</small> cards
<b>PRIMARY SCHOOLS</b>	Squash Nippers P1 <small>©SSRL</small>	Teacher		Leaders' guide	<b>STIPLI</b> <small>©SSRL</small> cards
	Squash P2 - 7	Teacher	Teachers Award <small>©SSRL</small>	Leaders' Guide	<b>STIPLI</b> <small>©SSRL</small> cards lesson plans
	Squash P2 - 7	HND (sports) students	Student Leaders Award <small>©SSRL</small>	Leaders' Guide	<b>STIPLI</b> <small>©SSRL</small> cards lesson plans
<b>SECONDARY SCHOOLS</b>	Squash	PE Teacher	Leaders Award <small>©SSRL</small>	Leaders' Guide	<b>STIPLI</b> <small>©SSRL</small> cards lesson plans
		HND (sports) students	Student Leaders Award <small>©SSRL</small>	Leaders' Guide	<b>STIPLI</b> <small>©SSRL</small> cards lesson plans

#### 4.3 LEVEL 1

As mentioned, discussions continue on the revisions to the UKCC structures. What follows is subject to further revision.

Level 1 serves as an appropriate introduction to accredited coaching qualifications for many people who may be unsure of their competencies. It is largely irrelevant to those who already hold a UKCC qualification in other sports or who have extensive sport or teaching practices.

This award will henceforth be promoted as the Level 1 Coach Award and will allow those who qualify to deliver to groups as detailed in the qualifications syllabus system.

#### 4.4 LEVEL 2

The development of a strong cadre of Level 2 coaches remains the key objective of coach education.

The UK Source Group has determined that level 2 will migrate to two awards. In so doing Squash will be reflecting the developing custom and practice in other sports.

a) Level 2 Coaching Award - will allow those who qualify to deliver set programmes. This award will be known as the Squash Coaching Award

b) Level 2 Coaching Certificate.- will allow a coach to have full discretion in what (s)he delivers. This will be known as the Squash Coaching Certificate

#### 4.4.1 ENTRY CRITERIA TO LEVEL 2 COURSES

Without diminishing the standard in any way, entry criteria for all level 2 courses will be broadened from the previously prescriptive and very restrictive criteria. The holding of level 1 will no longer be a pre-requisite of entry to the level 2 course. Entry to courses will be subject to proof of appropriate other experience and/or qualifications, which may include qualifications now lapsed.

A conversion module for qualified racquets sports such as tennis and badminton will be developed and launched in Season 2015 - 2016.

#### 4.5 LEVEL 3

The Level 3 Courses will continue to be delivered in parallel with the Performance Coach Development Programme - aligning it with an emphasis on performance coaching.

#### 4.6 COACHING TARGETS INCLUDING REGIONAL TARGETS

	Level 1		Level 2			Level 3		Level 4		
	Annual Increment	Regional Minimum	Annual Increment	Regional Minimum		Annual Increment	Regional Minimum		Annual Increment	Regional Minimum
				Total	Fem		Total	Fem		
2014-15	30	-	15	-	-	1	-	-	0	-
2015-16	20	-	15	6	1	0	2	-	0	-
2016-17	15	-	20	8	1	2	1	-	0	-
2017-18	15	-	20	8	2	0	1	-	0	-
2018-19	15	-	20	10	2	2	1	-	0	-
<b>Cum Total</b>	<b>283</b>	<b>-</b>	<b>139</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>

	Level 1	Level 2	Level 3	Level 4
EAST	10	10	1	
WEST	20	15	1	
GRAMPIAN	10	10	1	
CENTRAL	10	10	1	
HIGHLANDS & ISLANDS	10	10	1	
TAYSIDE & FIFE	20	15	1	

## COACHING SUMMARY

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**STRATEGIC AIM 2** A fit for purpose system an organisation model that can be transferred internationally and across sports

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**STRATEGIC AIM 6** International reputation Growth in participation and innovation in the development of the sport.

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**REQUIREMENTS** Continued funding of Coach Education Post for full period 2015 - 2019

Additional one off expenditure of c £10 will be required to refine and publish all of the changes to UKCC and to the sub Level I qualifications.

Coaching capacity needs to be built to meet expected increased demand.

Coach Education Manager needs national coverage of RDMs to ensure maximum effectiveness and to drive activity in Regions to achieve regional targets.

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## 5 REFEREE PLAN

### 5.1 INTRODUCTION

In line with other sports, the demand for local referees at the Glasgow Commonwealth Games highlighted weaknesses in referee programmes in squash. In Squash, refereeing is almost exclusively volunteers, it can be much a secondary consideration after competition and coaching. This plan is intended to create a sustainable and qualified referee cohort for squash in Scotland.

### 5.2 TARGETS

By the end of season 2018 – 2019 we intend to have the following active referees

YEAR	GRADE 3	GRADE 2	NATIONAL
2018-2019	400	20	10

National targets are notional only. The six SSRL regions will be targeted to play their part in ensuring that there is adequate referee capacity *throughout* the country. The plan targets below, showing annual requirements to retain our capacity of qualified referees, recognising that there is attrition in “active” referees every year, includes regional minimums.

YEAR	GRADE 3	[Regional minimum]	GRADE 2	[Regional minimum]	NATIONAL	[Regional minimum]
2015 - 2016						
	-	-	-	-	-	-
2016- 2017						
Annual new	50	-	6	-		
CUM TARGET	-	[20]	-	[1]	-	[1]
2017-2018						
Annual new	50	-	6	-		
CUM TARGET	-	[20]	-	[2]	-	[1]
2018 – 2019						
Annual new	50	-	6	-		
CUM TARGET	400	[40]	20	[3]	10	[2]

### 5.3 FUNDING

A development fund (RDF) has been created with a view of investing in referees in the period 2015 – 2019 to assist in the development of referee programmes and the education of referees. This money will be used for seminars but not for routine assessment, mentoring or referee expenses.

The fund will be built from “top slicing” event income

### 5.4 REFEREE COMMITTEE

Management of the RDF will be the responsibility of the Referee Sub Committee. The Referee Committee will meet twice a year, to review the forthcoming events calendar, resources, training events and targets, and then to review progress against targets and personal development plans.

Making refereeing more attractive and talent identification will be a priority of the RSC going forward.

### 5.5 REFEREE PATHWAY

There is a single unified pathway for referees in Scotland.

The Referee Pathways are shown in **APPENDIX 2**

## REFEREE SUMMARY

<b>STRATEGIC AIM 2</b>	A fit for purpose system	an organisation model that can be transferred internationally and across sports
<b>STRATEGIC AIM 6</b>	International reputation	Growth in participation and innovation in the development of the sport.
<b>REQUIREMENTS</b>	Seek match funding to enable a significant programme of referee development.	
	Seek sponsorship funding to enable a significant programme of referee development.	

## **6 OPERATIONS**

There is currently insufficient capacity or resources to fully realise the potential of the sport. Current operations are not fully funded. Few directors charge expenses. The CEO does not recover full business expenses.

With such a small complement of staff the risk to the business of absence or loss of key, or indeed any, personnel is very significant.

Nonetheless SSRL wants to maintain its world class sporting system and realise the opportunities in participation and ultimately club development.

### **6.1 STAFFING**

#### **6.1.1 PERFORMANCE**

The current coaching management structure is not sustainable. Staff currently work vastly in excess of their contract hours. Current salary levels for salaried coaches are very low. There is insufficient recognition of succession planning.

There is no possibility of replacement of current staff with staff of similar quality without a step change in salaries. The current National Coach performs the role of both National Coach and Performance Coach.

The planned structure is:-

- Performance Director
- National Coach
- Assistant National Coach

#### **6.1.2 OTHER STAFF**

As with our coaching staff, the CEO and other staff works hours in excess of contract hours as demands on SSRL far exceed the current capacity of SSRL.

The complexity of the business also now demands that CEOs and staff have a much wider range of skills than was hitherto the case.

However, as SSRL has one of the smallest staff complements in any Commonwealth Games sport, it follows that some competencies are missing, in particular ICT and development resources in the field. There is an urgent need to increase the capacity of the organisation.

## **6.2 ADMIN, GOVERNANCE, FINANCE**

### **6.2.1 ADMINISTRATION**

SSRL has continuously improved its processes over time however real efficiency, accuracy, increased capacity and improved members services will only come with improvements in ICT. SSRL has some well documented legacy ICT matters that must be addressed ahead of 2015 – 2019.

Discussions are underway as to the best way to deliver the requirements of the members, and indeed of all who play squash. At this time of writing, ICT provision, not least the funding of it, is a significant business risk. It follows that getting it right would create a major business opportunity.

## **6.2.2 GOVERNANCE**

Good governance is required of any organisation in receipt of government funding. SSRL does and will continue to embrace best practice in a manner appropriate to its resources in all it does. SSRL will strive to be an exemplar of best practice within the limitations and constraints of its size in all it does.

SSRL governance has improved significantly in recent years. In particular SSRL's three Vice Presidents (VPs) are no longer "ministers without portfolio" but are charged with responsibility for one of each of the 3 standing subcommittees.

Training has been provided to all directors on the responsibilities of directors, including health and safety, fiduciary duties and Child Protection.

### **a) COMPLIANCE SUB COMMITTEE**

- Review and advices on matters of governance and best practice are the responsibility of the Compliance Sub Committee

- As SSRL increases its efforts to attract young people into the sport, SSRL will be pro-active in 2015-2019 in the introduction of best-of-breed child protection within affiliated clubs. To this end a new Child Protection Officer (CPO) was appointed in autumn 2014, and has already been making improvements in the way the whole system (SSRL, Region and Club) delivers a safe and secure environment.

- In a similar vein, SSRL will in 2015-2019 introduce new disciplinary procedures reflecting a zero tolerance of inappropriate behaviours on squash courts.

### **b) REFEREEING SUB COMMITTEE**

During 2015-2019 refereeing structures will be subject to improvement by the Referee Sub Committee, funded in part by the referee development fund (RDF).

### **c) TOURNAMENT SUB COMMITTEE**

The role of the Tournament Sub Committee will change in 2015 – 2019 as referee structures are improved,

### **d) DIRECTORS**

There will be at least 3 new Directors on the Board in 2014 – 2015 caused by the retirement of 3 long standing Directors. In fact, not one Director now remains from season 2009-2010.

Notably SSRL's new Financial Director is a woman, a welcome addition to what has been a male only board for some 18 months. SSRL will strive over the period 2015-2019 to improve its offer to women.

In December 2014-15 it is expected that one of the non-executive positions on the Board will be filled by a former employee of the Institute of Sport who will ensure elite matters are better informed at Board level.

Discussions are under way on how the other non-executive position could be best filled to add value to the sport and to the Board. The range of skills provided by the Directors will continue to be reviewed, and if necessary additional skills 'seconded' onto Board Sub-Committees.

### **e) EQUALITY AND DIVERSITY**

SSRL will remain an apolitical and inclusive organisation.

## 6.2.3 INCOME AND EXPENDITURE

### a) Expenditure

SSRL core grant funding has been flat now for some 8 years, In that time costs such as non-recoverable duty, insurances, and foreign travel have risen. In addition, SSRL has also had to fund an unnecessarily high cost legacy ICT system. However due to careful housekeeping, SSRL has continued to operate within its means throughout.

#### Salaries and ERCs

- SSRL base salaries have not risen during this time.
- SSRL staff levels are thought to be amongst the lowest in the sector.
- RDM and CEM were recruited at “bottom of scale”
- Book keeping services now contracted by the hour
- SSRL as yet does not make any staff pension contributions
- It is not yet clear if the current Regional Development Post expenses can be accommodated within the available grant
- Office staff headcount in Season 2014 – 15 has been reduced by one for cost reasons

#### Operating expenses

- SSRL costs are not currently fully covered.
- Costs have been reduced wherever possible. Further contracted costs will be reduced wherever possible.
- Representatives of SSRL do not attend any paid-for events or conferences and attend few events due to costs.
- There has been a reduction in number and level of subscriptions to affiliated bodies.
- Hospitality has all but been eliminated.
- Coach travel in support of athletes has been all but eliminated.
- Use of paid for consultants has been all but eliminated.

### b) Income

There is an urgent need to increase income if sufficient momentum is to be achieved to realise the obvious potential of the sport.

#### Subscriptions

SSRL's member is the club. Subscriptions are based on the number of competitive teams in a club. The system is equitable, and is comparable to the costs in other sports. However administration is cumbersome and expensive to administer for both SSRL and clubs. Resistance to subscriptions from membership is predictably high from smaller entities. However if current trends in affiliation can be maintained there is some minor income growth possible. Unfortunately the subscriptions are based on activity and whilst SSRL is increasing club affiliation, if the number of competitive teams continue to decline, any income increase will be small.

#### Other income

With scope to increase any surplus from squash activity, such as competition entry fees are limited, SSRL has been developing other possible income streams.

SSRL has set up a merchandise partner, effectively licensing the brand for clothing. It is too early to predict the uptake and any likely licensing income

SSRL has developed some innovative products designed primarily for the Scottish market to enable the sport and to raise awareness and encourage trial. The products appear to have the potential be commercialised. Structures to realise the potential income are still under consideration and should be resolved in 2014 – 2015. All commercialisation will be done without any risk to members' funds.

## Opportunities for Line extension

SSRL is the recognised governing body for the sport of squash and the sport of racketball. The version of racketball played in UK, Australia and Europe, not the US version, is very close to squash. There is evidence of racketball gaining sufficient critical mass in England.

SSRL is from time to time approached to endorse sports that some hold to have similarities with squash such as continental / latin Padel type sports. Whilst there is no reason that clubs should not take up opportunities if it were to provide additional income, it is inappropriate for SSRL to endorse or support derivatives or racquet sports that could dilute effort in promoting and develop rebound racquet sports and may serve to confuse the message. Core is the unique proposition of **“bashing a ball against a wall”**.

However, recognising the common roots of squash and the original handball, -Gaelic handball still exists in some public schools as the “5s” format – there are true similarities and possible synergies, SSRL will explore cooperation and possibly even the commercialisation of American Handball, which has recently been recognised by the IOC and renamed as Wall Ball, avoiding confusion with Olympic Handball. To do so would reinforce **“bashing a ball against a wall”** as a viable sporting option, give another reason for the public to engage with clubs and to improve utilisations of squash courts and possibly create opportunities for outside equipment – handballs which are common in the US and a good fit for the urban style skate park model and the same young demographic. There is particular value in using Wall Ball as part of the schools offer.

This initiative of a governing body taking a sport under its wing may be a little counter to the normal practice of recognition once there is a critical mass established but is similar to the previous recognition of racketball for strategic reasons, and is more likely to lead to added value.

## Events

Major Events as currently structured are a risk too far for SSRL. SSRL’s new proposal which addresses the high structural costs of events could provide SSRL with additional income in the long run.

## 6.3 MARKETING, MEMBER SERVICES

### a) MARKETING

Expenditure on marketing is very limited but has increased in recent years to increase awareness. The number of clubs with a marketing ethos is improving, in part led by the increased focus on these matters by SSRL

### Press

With an overriding ambition of raising awareness and encouraging trial, SSRL has cultivated good authoritative relationships with the Scottish broadsheets and the two Scottish broadcasters in recent years. SSRL will continue to work with the press, maintaining and further building on a frankly exceptional “share of voice” achieved to date. Regional development managers will also develop links between clubs and local press and assist in the preparation of press releases.

### Club Marketing

A range of marketing resources is being built for the use of Club Secretaries and is expected to be fully in use by 2015 – 2019. Regional Development Managers and others will share best practice in the marketing of the sport in local authority venues.

Additional content to be added to reflect the “resource” previously available in the club secretary area on the web site also to include initiatives such as:-

- Urban Squash
- A Squash version of the Tennis Express introductory course
- Squash Tourism
- Big shots
- Model open days / carnival days
- Squashercise
- Squash Familiarisation
- Wall Ball

## **b) MEMBER SERVICES**

At its Board Meeting of February 2014 SSRL Directors agreed that SSRL should strive to become the service provider to the sport – in effect to provide the infrastructure to the regions and clubs as franchisees, sharing and reducing some of the costs of running the sport.

Discussions are underway that should lead to an infrastructure that will deliver added services to regions clubs and players, eliminate unnecessary duplication and free up resource in the regions allowing clubs to focus on local marketing and extending the franchise of the sport. A new web site was introduced in Autumn 2014 within which it is planned over time to host all club web sites - thereby reducing the overall ICT costs of the sport as a whole.

There is potential to create different income streams over time. This is in part predicated on SSSL sourcing an affordable ICT solution that meets the specific requirements of the sport.

## **OPERATIONS SUMMARY**

<b>STRATEGIC AIM 1</b>	Increase participation	Develop the squash franchise
<b>STRATEGIC AIM</b>	A fit for purpose system	An organisation model that can be transferred internationally and across sports
<b>STRATEGIC AIM 5</b>	Financial Security	Find new income streams
<b>STRATEGIC AIM 6</b>	International reputation	- Growth in participation and innovation in the development of the sport

## **REQUIREMENTS**

The cost of a sustainable Performance management structure approximates to a net increase of £90,000 per annum.

SSRL is keen to have all 3 (FTE) Regional Development Managers in place at the earliest possible opportunity. Only one in place at present.

SSRL would welcome short term financial support to exit the current “co-operative” ICT arrangements to a modern customer facing system.

SSRL would welcome short term financial support to establish new referee development programmes and structures.

SSRL would welcome short term financial support to establish modifications to the UKCC programmes and structures.



## **7 EVENTS**

### **7.1 MAJOR EVENTS STRATEGY**

Recognising the potential of the 2014 Glasgow Games to raise the profile of the sport and to demonstrate the value of squash as a spectator event, SSRL developed a Major Events Strategy with partners some 3 years ago. However progress was compromised by changes to the event template that had been initially proposed by 2014. As a result, whilst some significant progress has been made in developing operating practices, in the quality of the presentation of events, and in the understanding of costs, the vision of the Major Events Strategy remains just that.

Since the Glasgow Games, where the value of holding major Squash events was seen by many, mostly for the first time, both Glasgow and UK Sport have indicated an interest in bringing a squash major event to Glasgow - ahead of the Gold Coast Games in either 2017 or 2018.

The staging of squash events is complex and expensive, and will require significant subsidy funding. Recognising the fundamental cost structures and the financial risks, and importantly wishing to have events on a regular basis without being dependent on the public purse, SSRL has developed a novel way to present world class squash events. The quality of the model being proposed is without parallel in world squash. The staging complexities are addressed in a unique way. The financial risk and demands on public subsidy is mitigated by the new approach. The new model is likely to be very attractive to large sponsors. There are economic impact benefits to the host city.

### **7.2 MEMBERS EVENTS**

The need for the traditional Tournament Sub Committee (TSC) has declined over time. The domestic tournament system is vibrant and established with little space for increase. Tournament Structures and Calendars are largely dictated by International structures, coaching structures and tradition. Competition entry costs are largely dictated by

The future role of TSC will be to:-

- Improve existing competitions
- Develop new competitions.  
Key to this is to create competitions that reach out a different demographic than those currently engaged in competitions e.g. women and schools
- Optimise the marketing of all competitions
- Equitable rotation of National events - within the specific venue requirements of the Performance Programme.

### **7.3 PROMOTIONAL EVENTS**

SSRL's core objective is to raise awareness and encourage trial of the sport. With that in mind SSRL will continue to support, within its local or national resources promotional, events that meet that objective.

The SSRL resource is however limited and SSRL cannot, nor will not, commit itself or its member clubs to stand alone "taster sessions" without number e.g. in a primary class. Such sessions can and will only be considered if greater SSRL objectives can be seen to be met namely a long term commitment to school and club engagement can be achieved.

Other promotional events will be undertaken which target the decision makers.

## EVENTS SUMMARY

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<b>STRATEGIC AIM 1</b>	Increase participation	Develop the squash franchise
<b>STRATEGIC AIM 2</b>	A fit for purpose system	– an organisation model that can be transferred internationally and across sports
<b>STRATEGIC AIM 5</b>	Financial security	- Find new income streams
<b>STRATEGIC AIM 6</b>	International reputation	Growth in participation and innovation in the development of the sport.
<b>REQUIREMENTS</b>	<b>Progress Major Events Strategy</b>	

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## **8 FACILITIES STRATEGY**

### **8.1 SQUASH IN SCOTLAND**

That squash in common with other sports has declined from its peak is not in dispute. That there are less courts than there were is, some might say, a natural consequence. However Scottish Squash and Racketball (SSRL) believes that many of these courts should never have been lost to the sport.

In Scotland, perhaps unusually, the decline in squash is not directly attributable to lack of facilities. Scotland enjoys a good geographical distribution of courts. However if the sport is to thrive and realise the potential that the new formats will create, it must retain the geographical spread of courts in the first instance.

The way to do that is to create increased demand by the adoption of the franchise model, especially where courts are underutilised or under threat. As a result the sport must ensure that the court supply is adequate for the demand.

**FACILITIES TARGET 1** Retention of the court estate to retain a national distribution of the sport

### **8.2 MULTI SPORT UTILISATION**

In earlier times, squash demanded exclusivity of the courts which, with demand high, was not difficult. In retrospect however it is possibly this “selfishness” and the mismanagement of the decline of the sport that lead to a disproportionate and rapid loss of courts. SSRL’s believes that squash has no more right to the exclusive use of a squash court any more than badminton has the exclusive use of gym halls. However SSRL also believes that whilst many courts may be underutilised, that is not in itself a reason for removal as to do so reduces sporting choice and removes the option of squash as a sport in that location. With no one having exclusive right to the space, the solution lies in scheduling of multiple activities in the space.

Modern construction methods use moving wall technology and can be used to create a gym area that converts to infinite sizes, including squash courts.

**FACILITIES TARGET 2** Encourage the inclusion of squash in multi-sport facilities in new builds.

### **8.3 COURT OWNERSHIP**

Scotland is blessed with an estate of mixed ownership Membership clubs, Commercial Clubs, Hotels, Local authority and even still private courts. This mixed ownership means there are multiple drivers to threats and estate security. Ownership of courts has a bearing on the retention of courts. In other countries where courts are all commercial the key driver is revenue. In Australia for example, whatever the revenue, courts are not safe with some clubs are being sold for the asset value of the ground or the building as property prices have risen. Weakest area is local authorities where operations management can be less focussed on sport than on costs and increasingly in the trusts capacity to drive revenue. However because the driver is less on sport, the misguided view that squash courts are exclusively for squash can often prevail in this sector. Enlightened operators schedule lets for multiple sports.

**FACILITIES TARGET 3** Encourage multi sport use by operators to retain the sport as a local option

## 8.4 COURT RECOVERY

Embracing Target 2, there should be a review of courts currently used exclusively for other uses and a programme put in place to recover these assets in such a way as they can be used for the purpose for which it was built, albeit in multi sport usage programmes

**FACILITIES TARGET 4 Recover those courts than can be recovered**

## 8.5 COURT IMPROVEMENT

Original solid back wall courts are not optimal for coaching and do not allow coaching of large groups such as schools

**FACILITIES TARGET 5 Drive to 100 % penetration of glass back courts**

## 8.6 CENTRES OF EXCELLENCE

Whilst Heriot Watt remains our Performance Centre and will remain so, with the new facility at Scotstoun and the planned expansion of Aberdeen Sports Village (ASV) there will clearly be options for three regional centres

**FACILITIES TARGET 6 Engage with providers to provide options of regional development**

## 8.7 EVENTS

Major events are driven primarily by the availability of appropriate qualifying courts and facilities that can accommodate show courts

**FACILITIES TARGET 7 Ensure estate is in place to accommodate events strategy**

## 8.8 “POP UP COURTS”

SSRL recognises the value of being able to demonstrate the sports in unusual venues. However the required standard of presentation is high. Current solutions, including those used by the sport in England, are not fit for purpose as they are compromise solutions that do not permit the use of a competition squash ball.

### **Inflatable court**

SSRL hope to purchase an inflatable court in 2014 – 2015 for short term community events such as gala days in 2015 - 2019. The specification of the court has been modified as a result of SSRL's previous hire of the original inflatable. Operational costs are only those of moving inflatable courts wound the country and those of local volunteers.

### **Demonstration court**

SSRL has sourced a different very quality solution for longer installations which it hopes to launch 2015. This product may provide a minor licensing income to SSRL when it is rolled out worldwide by the supplier.

**FACILITIES TARGET 8 Develop sustainable short term promotional formats**

## 8.9 ERSATZ COURTS

For some time now SSRL has been planning to launch low cost ersatz courts in an area of multiple deprivation. The project, funded by donations, has been delayed for reasons out with control of SSRL. It is now expected that the courts will be opened in 2014-2015. Once the format has been proved and refined where necessary, it would be hoped to replicate the model in other areas and with other partners.

**FACILITIES TARGET 9**      **Develop sustainable low cost options where possible**

### FACILITIES SUMMARY

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<b>STRATEGIC AIM 4</b>	Estate	To retain and increase number and quality of courts and places for “bashing a ball against a wall”
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<b>REQUIREMENTS</b>	Ensure that all Regions are aware of all aspects of the facilities strategy
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	Resource to support local facility development plans
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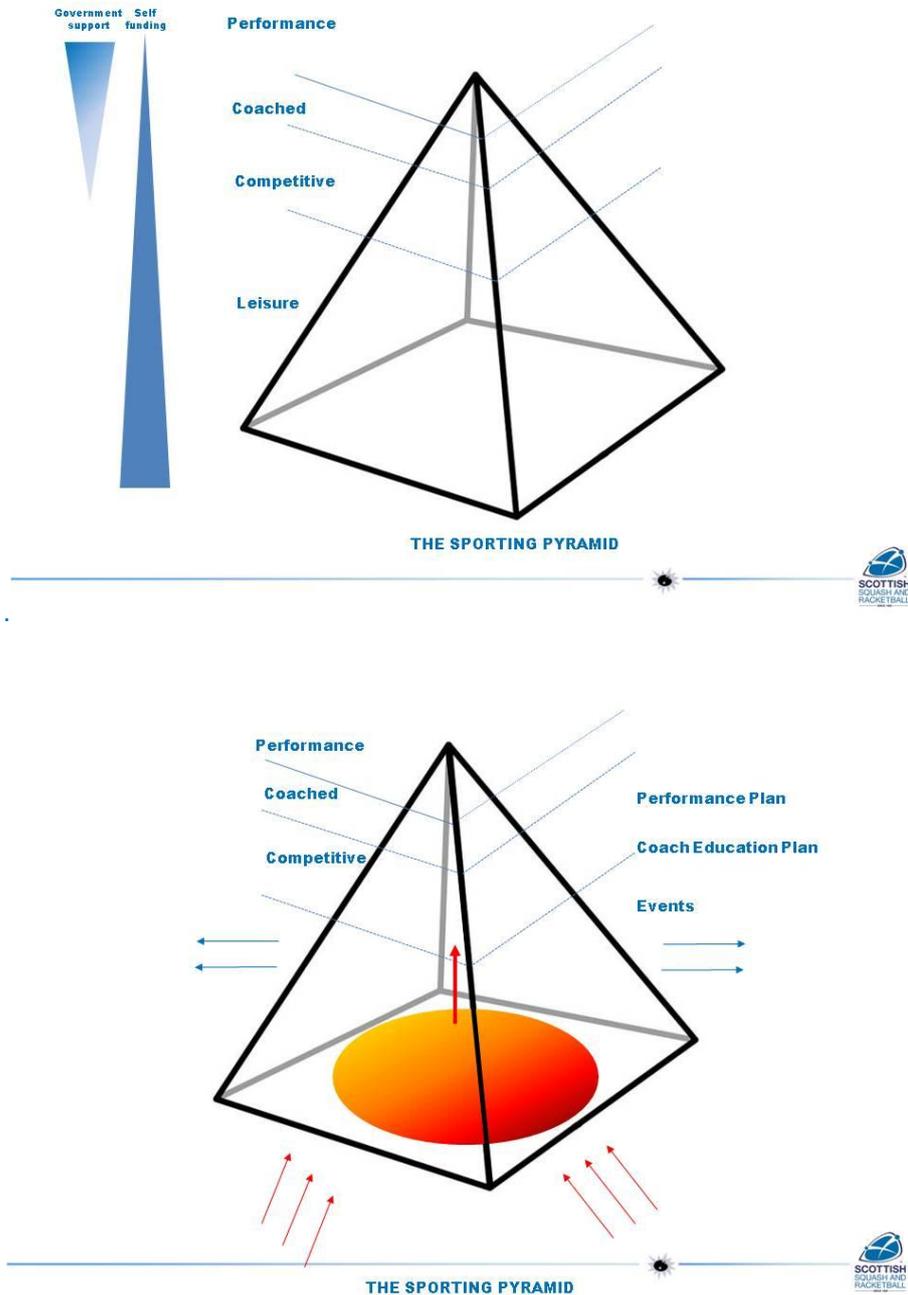
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## APPENDIX 1

### PARTICIPATION MODEL

## A PARTICIPATION MODELLING

For a sport to be sustainable it must maintain a large base, constantly recreating its participation platform that in turn feeds performance. This is often referred to as a pyramid



The number of players at the base of the pyramid must be orders of magnitude greater than those in the “coached” and Performance category.

The base must be constantly being replenished for the sport to be sustainable. Squash’s base is currently insufficient. SSRL must develop the base of the pyramid – it must drive participation.

## B PARTICIPATION MATRIX

The Diagram that follows is based on a recognised business development matrix – Ansoff’s matrix.

Different products and sectors are mapped approximately on two axis, Market or Product development creating 4 areas

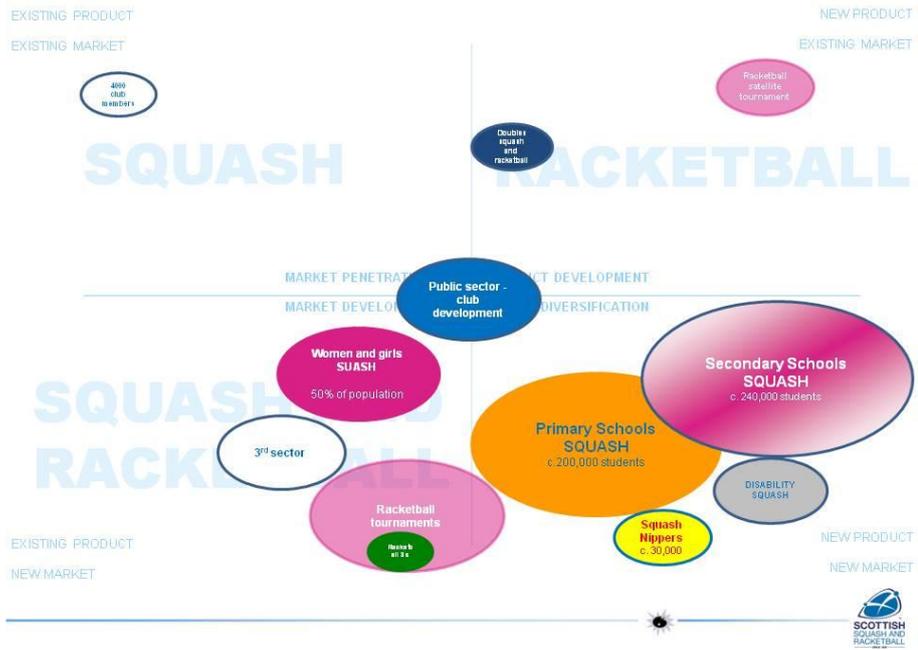
- a) Market Penetration
- b) Market Development
- c) Product Development
- d) Diversification

Unsurprisingly there are significant clusters in diversification – opportunities, and it these opportunities that have been addressed by STTIPIIL©

Whilst the sectors are not drawn not to scale, it is self evident that all segments deliver potential consumers several orders of magnitude greater than those of the existing reach of squash.

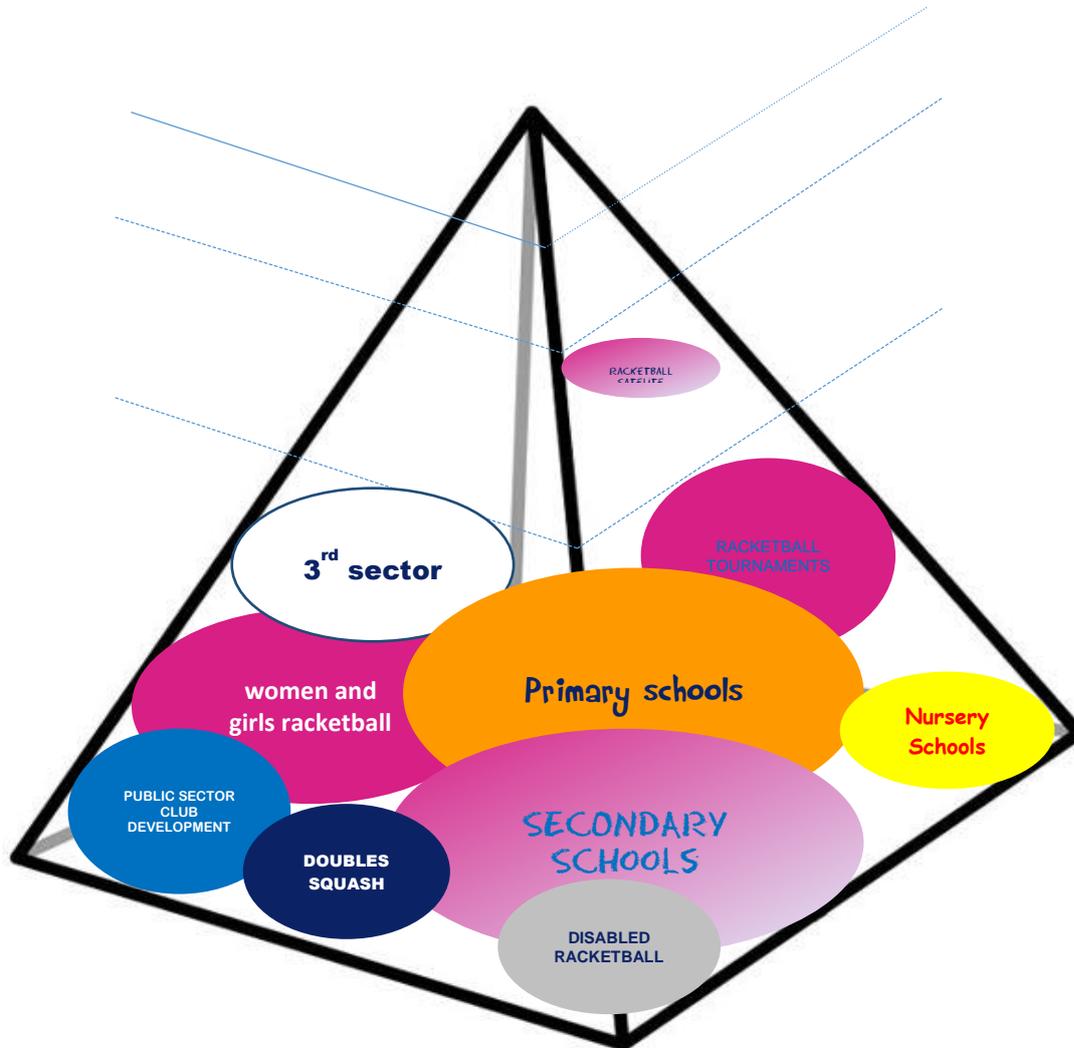
With 4000 members it is clear that a club development strategy per se will not by itself deliver numbers sufficient for a sustainable future for squash any more than “build it they will come” is a facilities strategy. Such a strategy is based on **quality** and is a **PULL** strategy - predicated on the development of systems and best practice within in clubs – an assumption of homogeneity in the marketplace; an assumption of unsatisfied demand; an assumption of quality as the determining marketing tool. It is difficult to see how this will deliver a significant change in participation, or increase marketing efforts beyond maintaining current levels of participation or current rates of decline. Low levels of activity can often become the norm and indeed have become so in many sports clubs.

SSRL believe that the strategy to best develop the sport of squash is a complementary **PUSH** strategy, where the sport is **taken to** target demographics in appropriate formats, **raising awareness, encouraging trial** and over time **creating new demand** for clubs, and possibly even new “postmodern” or novel club structures. This requires creating appropriate products and formats to meet market needs. SSRL has identified several target demographics and sectors and developed appropriate new formats and products.



## D FUTURE MODEL

These many new sectors can be graphically represented in the sporting pyramid thus:-



SECTOR	OBJECTIVES	RESOURCE	EQUIPMENT	METHODS
<p><b>NURSERY SCHOOLS</b></p>	<p>Raise awareness of squash</p> <p>Encourage trial of squash</p> <p>Introduce rebound sports to all pre-school and P1 children.</p> <p>Introduction to clubs</p> <p>Create permanent club links</p>	<p>Part of the</p> <p><b>Squash Try it, Play It, Love it.</b></p> <p>© 2014 SSRL</p> <p>resource pack</p>	<p>Squash Nippers ©</p> <p>Squash Nippers Resource Pack ©</p> <p>No Wall</p>	<p><b>STIPILI</b> © Resource cards</p> <p><b>CfE</b> compliant HWB 1 and 2</p> <p>Also Technology and Design Es and Os</p>
<p><b>PRIMARY SCHOOLS</b></p>	<p>Raise awareness of squash</p> <p>Encourage trial of squash</p> <p>Develop core racquet skills</p> <p>in all primary age children</p> <p>Introduction to clubs</p> <p>Create permanent club links</p>	<p>Part of the</p> <p><b>Squash Try it, Play It, Love it.</b></p> <p>© 2014 SSRL</p> <p>resource pack</p>	<p>Squash with appropriate racquets and balls</p> <p>racquet WALL mini®</p> <p>or taped racquet WALL®</p>	<p><b>STIPILI</b> © Resource Cards</p> <p>Optional Teachers' Award</p> <p><b>CfE</b> compliant HWB 1 and 2</p>

<b>SECTOR</b>	<b>OBJECTIVES</b>	<b>RESOURCE</b>	<b>EQUIPMENT</b>	<b>METHODS</b>
<b>SECONDARY SCHOOLS</b>	<p>Raise awareness of squash</p> <p>Encourage trial of squash</p> <p>Develop core racquet skills</p> <p>Competitive skills</p> <p>Inter school comps</p> <p>Introduction to clubs</p> <p>Create permanent club links</p>	<p>Part of the</p> <p><b>Squash Try it, Play It, Love it.</b></p> <p>© 2014 SSRL</p> <p>resource pack</p> <p>Teacher squash familiarisation programmes</p>	<p>Squash with appropriate racquets and balls</p> <p>racquet WALL®</p> <p>or taped racquet WALL® as appropriate</p>	<p>STIPILI © Resource Cards</p> <p>Optional Leaders' Award</p> <p>CfE compliant HWB 2 and 3</p>
<b>DISABLED SQUASH</b>	<p>To offer a rebound racquet sports option to all of the disabled spectrum</p> <p>Develop reach of sport in non-traditional areas.</p>	<p>Part of the</p> <p><b>Squash Try it, Play It, Love it.</b></p> <p>© 2014 SSRL</p> <p>resource pack</p>	<p>balls, rules, as appropriate</p> <p>markings to suit</p>	<p>As appropriate including one wall options</p>
<b>3<sup>RD</sup> SECTOR</b>	<p>Raise awareness of squash</p> <p>Encourage trial of squash</p> <p>Develop reach of sport in non-traditional areas.</p>	<p>Sub Level 1 coaching accreditation programmes</p> <p>Urban Squash pilot</p>	<p>racquet WALL® as appropriate products and similar</p>	<p>Work with social enterprise and charities</p> <p>Move to pluralism to from inclusive</p>

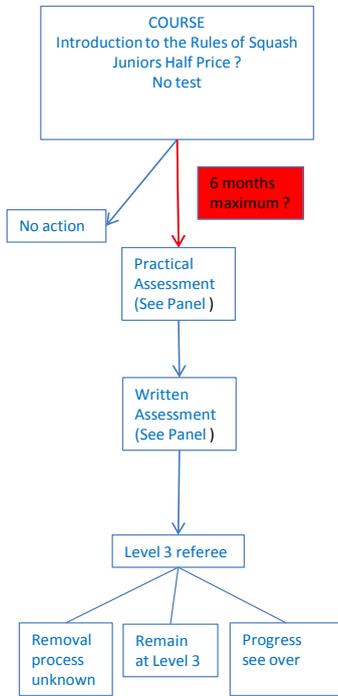
## APPENDIX 2

### REFEREE PATHWAYS

**A LEVEL 3**



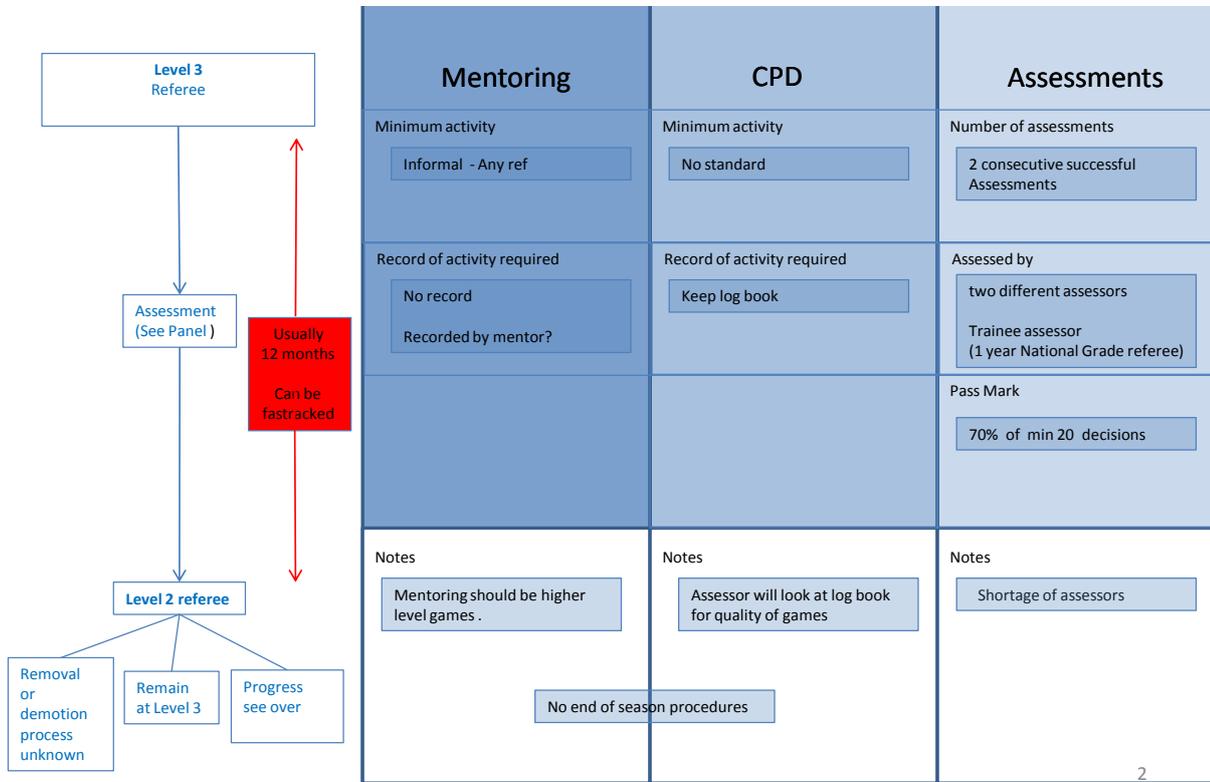
**BECOMING A LEVEL 3 REFEREE**



Mentoring	CPD	Assessments
<b>Minimum activity</b> Informal and real time	<b>Minimum activity</b> Informal	<b>Number of assessments</b> One only
<b>Record of activity required</b> Log book after pass at practical	<b>Record of activity required</b> None	<b>Assessed by</b> Assessed by Grade 2 or national
		<b>Pass Mark</b> Practical Pass Mark 60% of 16 – 20 decisions Question paper Pass Mark 18 out of 25
<b>Notes</b> Must be an active ref to be mentored Refs must accept need to be mentored Refs should seek out mentoring	<b>Notes</b> Refs should attend minimum of 2 / 3 junior or local club events in 1 <sup>st</sup> year Recorded in log book No end of season procedures	<b>Notes</b> Not currently reassessed Should Grade 3s be reassessed every 3 years?

## B LEVEL 2

### BECOMING A LEVEL 2 REFEREE

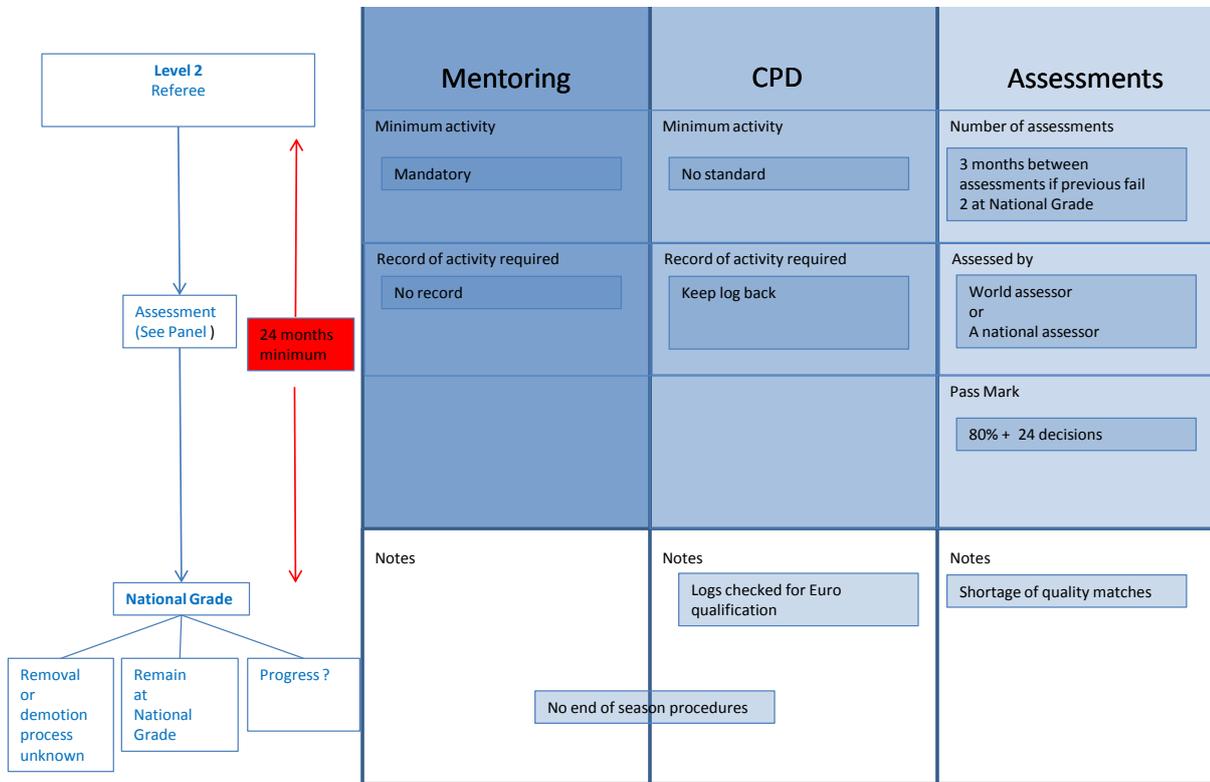


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## C NATIONAL GRADE



### BECOMING A NATIONAL GRADE REFEREE



**APPENDIX 3**

**PERFORMANCE BUDGET 2015 – 2019**

PERFORMANCE		BUDGET 2014 - 2015		BUDGET 2015 - 2016		BUDGET 2016 - 2017		BUDGET 2017 - 2018		BUDGET 2018 - 2019		NOTES
<b>INCOME</b>												
sports/scotland		82648		0		0		0		0		
Other (Development Staffing)		5205	87853	0	0	0	0	0	0	0	0	
Performance + CGS Requirements		106772	0	0	0	0	0	0	0	0	0	
Sponsorship		2650	2650	2650	2650	2650	2650	2650	2650	2650	2650	
Heriot-Watt University												
Brought Forward		-2487.7	-2487.7	0	0	0	0	0	0	0	0	Assume minor carry over <5%
2013/14 Overspend												
Coaching Income		1500		1500		1500		1500		1500		In/Out (See 5811)
Camps												
Other		0	1500	0	1500	0	1500	0	1500	0	1500	
HWU Academy Income		2925		3500		4200		5250		6000		9-16 players @ £325-375 per annum
Membership Fee												
Event travel contributions		6750	9675	2500	6000	3300	7500	3850	9100	4800	10800	3 ESF Events, Average 12 players
Talent Squad Income		6075		6500		6000		6050		5500		20-27 Players @ £225/275 per annum
Membership Fee												
Event travel contributions		6750	12825	4000	10500	3850	9850	1650	7700	5400	10900	2-3 ESF Events, Average 9 players
Regional Squads Income		21,500		23,000		25,000		27,000		29,000		In/Out (See 5812)
Player Contributions												
Other		0	21500	0	23000	0	25000	0	27000	0	29000	In/Out (See 5812)
<b>Performance INCOME Sub Total</b>		<b>240287.3</b>		<b>43650</b>		<b>46500</b>		<b>47950</b>		<b>54850</b>		

		45662.3		1%		1%		1%		1%		
<b>EXPENDITURE OVERHEADS</b>												
INFLATION EXPECTATION												
Salaries*		37000		45000		45450		45905		46364		
National Coach												
Assistant National Coach		29000		37000		37370		37744		38121		
Pension National Coach		1110		1350		1364		1377		1391		3% of Salary
Pension Assistant National Coach		870		1110		1121		1132		1144		3% of Salary
NI - National Coach		3700		4500		4545		4591		4636		10% of Salary
NI - Assistant National Coach		2900	74580	3700	92660.01	3737	93587.01	3774	94523.01	3812	95468.01	10% of Salary
Staff Costs		3000		3000		3000		3000		3000		
Car Depreciation												
Car Insurance		600		600		600		600		600		
Car Repairs (MOT, etc)		1000		1000		1000		1000		1000		
CPD - Continuous Professional Development		1500	6100	1500	6100	1500	6100	1500	6100	1500	6100	
Equipment		1000		1000		1000		1000		1000		
General												
IT Equipment/Software		2000	3000	200	1200	200	1200	200	1200	2000	3000	Replacement of existing
Central overhead recovery			3000		3000		3100		3200		3300	
Office Support		50		50		50		50		50		
Postage												
Print		100		100		100		100		100		
Stationery		300		300		300		300		300		
Telephone		1600	2050	1620	2070	1640	2090	1660	2110	1680	2130	
Rent & Utilities		5300	5300	5350	5350	5400	5400	5450	5450	5500	5500	
Heriot Watt Performance Office												
Insurance		2500	2500	2530	2530	2560	2560	2590	2590	2620	2620	
Coaches, staff and players Travel Insurance												
Subscriptions		150	1500	150	1500	150	1500	150	1500	150	1500	
PSA Live TV												
<b>Performance EXPENDITURE OVERHEADS Sub Total</b>		<b>98030</b>		<b>114410.01</b>		<b>115537</b>		<b>116673</b>		<b>119618</b>		

		45662.3		1%		1%		1%		1%		
<b>EXPENDITURE PROGRAMME COSTS</b>												
INFLATION EXPECTATION												
Performance Coach Development Programme		1500	1500	1500	1500	1520	1520	1540	1540	1560	1560	
Programme costs												
Contract Coaches		15000		16000		17000		15000		17000		
HWU Coaching (including Rep Events, Camps)												
Regional Performance Network Coaching		19000		21000		23000		25000		27000		
Other		0	34000	0	37000	0	40000	0	40000	0	44000	In/Out (See 4880) CPI Increase
Centralised SSSM		10000	10000	11000	11000	12000	12000	13000	13000	14000	14000	
SSSM												
National Squad		3500		3535		3570		3610		3650		CPI Increase
Facility Hire (HWU)												
Equipment (Training/Coaching)		2000		2020		2040		2060		2081		
Support staff expenses		2000		2020		2040		2060		2081		
Coach travel		1000	8500	1010	8585	1020	8670	1030	8760	1040	8852	
Individual Player Support		3000		2500		2500		2500		2500		
Clyne												
Lobban		4500		4000		4000		3500		3500		
Kempsell		3000		3500		4000		4000		3500		
Moran		3000		3500		4000		4000		3500		
Henderson		1500		2000		2500		3000		3000		
Leiper		1000		1500		2000		2000		2000		
Other (new seniors)		1000	17000	1500	18500	2000	21000	2500	21500	3000	21000	New Players join Senior Programme
Senior Representative Events		500		1000		10000		25000		7000		Targeted events through 2016-2018
Commonwealth Games Preparation												
European Team Champs		9500		10000		14000		14000		14000		2016 - Women's teams re-enter competition
Senior Tri-Series Tests		1000		0		4000		0		4000		
World Team Champs		0		10000		0		10000		0		Biannual Men's/Women's
Other		0	11000	0	21000	0	28000	0	49000	0	25000	
HWU Academy Squad		2500		2530		2560		2590		2620		
4 x Academy Weekend Accommodation												
ESF Events (3 international + 1 domestic)		14000	16500	14140	16670	14280	16840	14420	17010	14560	17180	4 required for ESF Ranking
Other		0		0		0		0		0		
National Talent Squad		7000		7070		7140		7210		7280		
ESF events												
National Girls Squad		1000		5000		5050		5100		5150		
Other		0	8000	0	12070	0	12190	0	12310	0	12430	
Regional Squads		500		500		500		500		500		
Attendance by ANC (Expenses)												
Court Hire		9000		10000		11000		12000		13000		In/Out (See 4880)
Other		0	9500	0	10500	0	11500	0	12500	0	13500	
Junior Representative Events		8500		8590		8680		8770		8860		
European U15 and U17 Team Champs												
European U19 Team Champs		6500		6570		6640		6710		6780		
U18 - U20 Youth tests		3000		3030		3060		3090		3120		
5 Nations U13 and U15		6500		6570		6640		6710		6780		
Other		0	24500	0	24760	0	25020	0	22780	0	25500	
Uniforms		1757	1757	3000	3000	3000	3000	4000	4000	4000	4000	
Squad and Representative Kit												
Contingency		0	0	0	0	0	0	0	0	0	0	
<b>Performance EXPENDITURE Programme Expenses Sub-Total</b>		<b>142257</b>		<b>164585</b>		<b>179740</b>		<b>202400</b>		<b>187022</b>		
<b>Performance EXPENDITURE Overheads Expenses Sub-Total</b>		<b>98030</b>		<b>114410.01</b>		<b>115537</b>		<b>116673</b>		<b>119618</b>		
<b>Performance EXPENDITURE Total</b>		<b>240287</b>		<b>278995</b>		<b>295277</b>		<b>319073</b>		<b>306640</b>		

	2014/15	2015/16	2016/17	2017/18	2018/19
Performance SURPLUS / DEFICIT	194625	0	-235345	-248777	-271123
					-251790

**APPENDIX 4**

**PERFORMANCE SQUAD STRUCTURE AND ELIGIBILITY.**

SQUAD		PRIMARY COMPETITION		REPRESENTATIVE COMMITMENTS		PRIMARY SQUAD RESPONSIBILITY	
Regional Development Squads	Domestic Junior B/C tournaments						National Coach / Performance Director
U13/U15 Talent Squad	Domestic Junior A/B tournaments	Inter-Regional Teams Championships	U13/U15 Home Internationals	U15/U17 European Junior Teams Championships		Assistant National Coach	
Junior Academy (U13/U15)	Domestic Junior A tournaments			World Junior Teams Championships		Academy Coaches	
U17/U19 Talent Squad	Domestic Junior A and ESF tournaments			U19 European Teams Championships			
Senior Academy (U17/U19)				Scottish and British University Championships			
Youth Squad	U/23 Events	Senior Selection Events and Domestic Ranking Tournaments		Youth Tri-Nations Test Series			
National Squad	PSA / WISPA Tour	BSPA Events		European and World Teams Championships / Commonwealth Games			

SQUAD	SQUAD TRAINING SESSIONS	SUPPORT SERVICES	LIVING COSTS	TRAVEL FUNDING	INSTITUTE MEMBERSHIP	COST TO PLAYERS
Regional Development Squads	44 Weekly Regional Squads (Linked with Academy/Talent Squads)	n/a	n/a	Self	n/a	Regional fees
U13/U15 Talent Squad	10 Monthly HWU Squads Weekly Regional Squads	Workshop based / subsidised services available through HWU	n/a	All costs met when representing Scotland	n/a	£250 annually + regional fees
Junior Academy (U13/U15)	10 Monthly HWU Squads Weekly Regional Squads	Broad range of support, centrally co-ordinated and supported through AIS Network	n/a	All Costs met when representing Scotland and a proportion of travel costs to agreed tournaments.	Area Institute of Sport	£350 annually + contribution to ESF event costs + regional fees
U17/U19 Talent Squad	10 Monthly HWU Squads Weekly Regional Squads	Workshop based / subsidised services available through HWU	n/a	All costs met when representing Scotland and proportion of travel costs to 2 agreed ESF tournaments.	n/a	£250 annually + contribution to ESF event costs + regional fees
Senior Academy (U17/U19)	10 Monthly HWU Squads Weekly Regional Squads	Broad range of support, centrally co-ordinated and supported through AIS Network	Individually negotiated	All Costs met when representing Scotland and a proportion of travel costs to agreed tournaments.	Area Institute of Sport	£350 annually + contribution to ESF event costs + regional fees
Youth Squad	10 Monthly HWU (linked with Senior Academy) + daily for centralised squad	Subsidised services through HWU or AIS Network	Individually negotiated	Agreed individual programme supported	Area Institute of Sport for support for identified athletes	n/a
National Squad	3 annually based around representative fixtures + daily for centralised squad	Workshop based / subsidised services through HWU	Individually negotiated	Agreed individual programme supported	Scottish Institute or Area Institute of Sport for support for identified athletes	n/a



ELIGIBILITY	
<b>SQUAD</b>	<b>All players must be eligible and willing to represent Scotland.</b>
<b>Regional Development Squads</b>	1. Open to all players with the intention of graduating into the Junior Excellence Programme. 2. Demonstrate some of the appropriate psychological, physical and technical characteristics necessary to eventually be successful at an international level. 3. Be prepared to commit to the programme.
<b>U13/U15 Talent Squad</b>	1. Be ranked in the top eight of their year group. 2. Demonstrate some of the appropriate psychological, physical and technical characteristics necessary to eventually be successful at an international level. 3. Be prepared to commit to the programme.
<b>HWU Junior Academy (U13/U15)</b>	1. Be ranked in the top two of their year group (except in extraordinary circumstance). 2. Demonstrate appropriate psychological, physical and technical characteristics necessary to be successful at an international level. 3. Be prepared to commit to a holistic system of development with openness of communication between players, coaches and parents. 4. Be prepared to make a commitment to fulfil the annual competition and training programme of the Academy.
<b>U17/U19 Talent Squad</b>	1. Be ranked in the top eight of their year group. 2. Demonstrate some of the appropriate psychological, physical and technical characteristics necessary to be successful at an international level. 3. Be prepared to commit to the programme.
<b>HWU Senior Academy (U17/U19)</b>	1. Be ranked in the top four of their year group (except in extraordinary circumstance). 2. Demonstrate appropriate psychological, physical and technical characteristics necessary to be successful at an international level. 3. Be prepared to commit to a holistic system of development with openness of communication between players, coaches and parents. 4. Be prepared to make a commitment to fulfil the annual competition and training programme of the Academy.
<b>National Youth Squad</b>	1. Be ranked in the top four of their year group (except in extraordinary circumstance). 2. Demonstrate appropriate psychological, physical and technical characteristics necessary to be successful at an international level. 3. Be prepared to commit to a holistic system of development with openness of communication between players, coaches and significant others. 4. Be prepared to make a commitment to fulfil an agreed annual competition and training programme devised in conjunction with the National Coach
<b>National Senior Squad</b>	1. Be ranked in the top eight in Scotland. 2. Demonstrate appropriate psychological, physical and technical characteristics necessary to be successful at an international level. 3. Be prepared to commit to a holistic system of development with openness of communication between players and coaches. 4. Be prepared to make a commitment to fulfil an agreed annual competition and training programme devised in conjunction with the National Coach

## **SQUASH SELECTION POLICY FOR SPORTSCOTLAND INSTITUTE OF SPORT SUPPORT AND AREA INSTITUTE OF SPORT SUPPORT**

### **CRITERIA**

Athletes achieving the following criteria will be considered for selection into the Area Institutes of Sport. The selection criteria for squash are as follows:

1. To be eligible to represent Scotland;
2. To be domestically ranked in the top eight players in open rankings or top 4 players in their respective age group;
3. To demonstrate the psychological, physical and technical characteristics necessary to be successful at international level;
4. To be prepared to make a commitment to a holistic system of player development, with openness of communication between all players, coaches and parents;
5. To be prepared to make a commitment to fulfil the annual competition and training programme of the SSRL Performance Programme including specified international tournaments and representative events.

### **SELECTION / RE - SELECTION PROCESS**

This process will be operated jointly by Scottish Squash and the **sportscotland** Institute of Sport.

1. SSRL, through the National Coach, will identify the athletes who meet the five criteria stated above. In general, this to include all members of the National Senior and Youth squads as well as all members of the Heriot-Watt University Junior Academy.
2. Formal nominations will then be made by SSRL to the **sportscotland** Institute of Sport High Performance Manager responsible for Squash in April each year for support commencing May 1 each year.
3. The National Coach and the **sportscotland** Institute of Sport High Performance Manager will agree on the athletes who will be provided with Level 3 support via the centralised (Edinburgh based) programme and those who will receive Level 2 support through the Area Institute network.

### **SQUASH DE - SELECTION PROCESS**

1. De-selection will normally only occur after an annual review involving all relevant parties. Issues which may give cause for de-selection, will always be raised well in advance to give athletes an opportunity to address these. Such issues include: no longer meeting criteria, under-performance, lack of application or lack of progress etc.
2. Failure to adhere to selection criteria or breaching the athlete agreement may result in the de-selection or review process being accelerated.

## **NATIONAL SENIOR TEAM SELECTION**

### **CRITERIA & PROCEDURES**

#### **ELIGIBILITY**

In order to be selected to represent Scotland a player must meet the following requirements:

The player must be eligible to represent Scotland according to the rules of the Representative Event.

- a) The player must be a registered member of a club in membership of Scottish Squash and Racketball Limited.
- b) The National Coach has the right to request any player who is in contention or who has been selected in a team to undergo a medical examination by a medical practitioner nominated by the National Coach. Based on the outcome of such an examination, a player may be deemed unfit for selection.

#### **TEAM SELECTION**

Team selections are made by the National Coach.

Consideration will be given to the following:

- In the case of PSA players, selections will automatically be made from the World Rankings once players are ranked Top 100
- In the case of WSA players, selections will automatically be made from the World Rankings once players are ranked Top 60
- All tournament results. The onus is upon the player to provide appropriate information to the National Coach in a timely fashion. Results from the Scottish National Closed will be prioritised.
- The performance record of athletes in major events and in pressure situations in international tournaments
- Play-offs/ trials or results of events specified by the National Coach may be used at the discretion of the National Coach.
- The player's future potential

In addition due consideration will be given to:

- The attitude and commitment of players to preparing and competing for Scotland
- Illness or injury.

#### **RESERVES**

Where appropriate reserve positions will be allocated to players deemed to have future potential.

## SELECTION

Except in extraordinary circumstances, the National Coach will inform the Chief Executive Officer of all team selections twenty-one days before an event,

The CEO will disseminate the selections to the selected players and to those who may have a right of appeal.

## APPEALS

The decision of the National Coach may be appealed on the following grounds:

- Process
- Clarification of fact
- Provision of new and relevant information that was not available prior to selections

Appeals on selection to be made in writing, marked "*Private & Confidential*", to the Chief Executive Officer.

Appeals must be made in the seven days following the announcement of selections.

All appeals will be dealt with by an Appeals Committee comprising:

- The Scottish Squash and Racketball Ltd Chairman (or his/her nominee)
- The Scottish Squash and Racketball Ltd Chief Executive Officer
- A Scottish Squash and Racketball Ltd Board Member nominated by the Chairman.

In the case of an appeal being upheld the Appeals Committee will refer the matter back to the NC for review along with their reasons for requiring a review.

## **NATIONAL JUNIOR SELECTION**

### **CRITERIA & PROCEDURES**

#### **SELECTION**

All team selections will be made by the National Coach.

In order to be selected to represent Scotland a player must meet the following requirements:

- Be eligible to represent Scotland according to the rules of the Representative event
- Players must be Competitive Player members of Scottish Squash
- Be a member of the SSRL Performance Programme and attend a minimum of 70% of all Performance Programme Squad sessions except in extraordinary circumstances to be decided by the National Coach
- During the course of the relevant season to have played in at least one domestic Junior event in each of the specified ranking periods.

Consideration will be given to:

- All tournament results (The onus is upon the player to provide appropriate information to the National Coach in a timely fashion)
- Play-offs may be used at the discretion of the National Coach
- Illness or injury

The National Coach has the right to request any player who is in contention or who has been selected in a team to undergo a medical examination by a medical practitioner nominated by the National Coach. Based on the outcome of such an examination a player may be deemed unfit for selection.

Except in extraordinary circumstances, the National Coach will inform the Chief Executive Officer of all team selections twenty-one days before an event. The CEO will disseminate the selections appropriately.

#### **APPEALS**

The decision of the National Coach may be appealed on the following grounds:

- Process
- Clarification of fact
- Provision of new and relevant information that was not available prior to selections

Appeals on selection must be made in writing, marked "Private and Confidential", to the Chief Executive Officer.

Appeals must be made in the seven days following the announcement of selections.

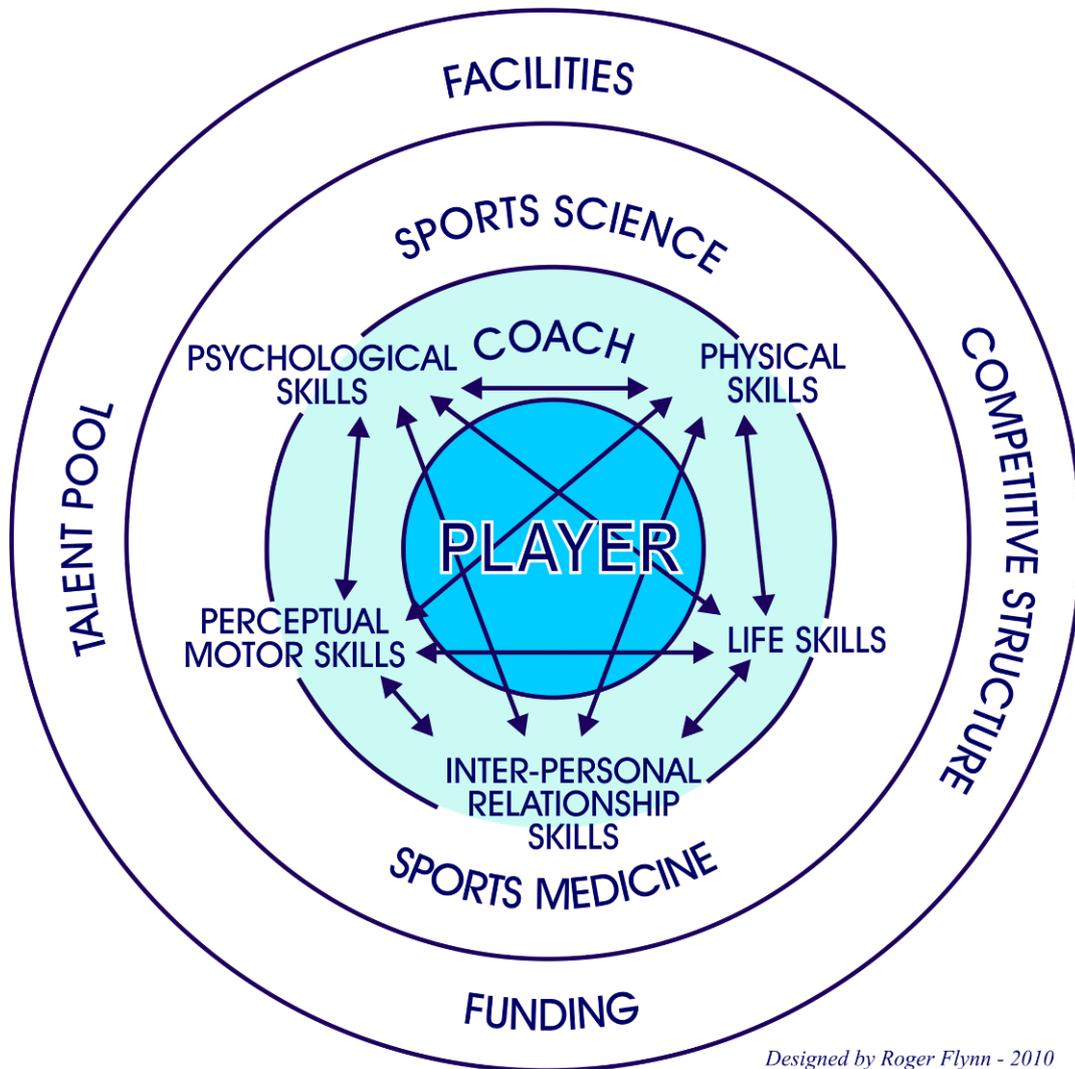
All appeals will be dealt with by an Appeals Committee comprising:

- The Scottish Squash and Racketball Ltd Chairman (or his/her nominee)
- The Scottish Squash and Racketball Ltd Chief Executive Officer
- A Scottish Squash and Racketball Ltd Board Member nominated by the Chairman.

In the case of an appeal being upheld the Appeals Committee will refer the matter back to the NC for review along with their reasons for requiring a review.

## APPENDIX 5

### GOLD COAST 2018 SCOTTISH SQUASH PERFORMANCE PLAN SUMMARY INFORMATION



*Designed by Roger Flynn - 2010*

## 1 ATHLETES FOR 2018

1. Alan Clyne	Singles, Men's Doubles, Mixed Doubles
2. Harry Leitch	Singles, Men's Doubles, Mixed Doubles
3. Greg Lobban	Singles, Men's Doubles, Mixed Doubles
4. Douglas Kempzell	Singles, Men's Doubles, Mixed Doubles
5. Kevin Moran	Singles, Men's Doubles, Mixed Doubles
6. Jamie Henderson	Singles, Men's Doubles, Mixed Doubles
7. Christopher Leiper	Singles, Men's Doubles, Mixed Doubles
8. Rory Stewart	Singles, Men's Doubles, Mixed Doubles
9. Fergus Richards	Singles, Men's Doubles, Mixed Doubles
10. Kirsty Lobban	Singles, Women's Doubles, Mixed Doubles
11. Elspeth Young	Singles, Women's Doubles, Mixed Doubles
12. Claire Gadsby	Singles, Women's Doubles, Mixed Doubles
13. Carrie Hallam	Singles, Women's Doubles, Mixed Doubles

## 2 POTENTIAL MEDALLISTS IN 2018

1. Alan Clyne	Singles, Men's Doubles, Mixed Doubles
2. Harry Leitch	Men's Doubles, Mixed Doubles
3. Greg Lobban	Singles, Men's Doubles, Mixed Doubles
4. Douglas Kempzell	Singles, Men's Doubles, Mixed Doubles
5. Kevin Moran	Singles, Men's Doubles, Mixed Doubles
6. Jamie Henderson	Singles, Men's Doubles, Mixed Doubles
7. Christopher Leiper	Singles, Men's Doubles, Mixed Doubles
8. Rory Stewart	Singles, Men's Doubles, Mixed Doubles
9. Fergus Richards	Singles, Men's Doubles, Mixed Doubles
10. Kirsty Lobban	Singles, Women's Doubles, Mixed Doubles
11. Elspeth Young	Singles, Women's Doubles, Mixed Doubles
12. Claire Gadsby	Singles, Women's Doubles, Mixed Doubles
13. Carrie Hallam	Singles, Women's Doubles, Mixed Doubles

### 3 INFORMATION IN SUPPORT OF ATHLETE NUMBERS AND POTENTIAL MEDALLISTS

The squad of players listed in (1) above includes the best players from our senior and junior ranks with the potential to make selection in 2018. All have been identified as juniors and continue to train within the Scottish Squash Performance Programme. This programme identifies several sub-groups including senior, youth and junior and targets appropriate competitions for each.

The Men's and Women's professional tours (PSA and WISPA respectively) provide the primary singles competition while the various Commonwealth nations have committed to conducting doubles events in the lead up to the Gold Coast Games in 2018.

#### **Glasgow Commonwealth Games Performances**

- Alan Clyne, seeded No.9, reached the final 16 of the Men's Singles but then lost to the No.1 seed and eventual gold-medallist. Greg Lobban was seeded No.16 and reached the final 16 before losing to the No.5 seed.
- In the Men's Doubles, Clyne and Leitch (seeded No.4) reached the semi-finals before going down to the tops seeds and defending gold-medallists. Lobban and Crawford (seeded No.8) reached the quarter-finals where they lost to the eventual gold-medal team.
- In the Mixed Doubles, Clyne and Gillen-Buchert finished top of their pool, defeating the No.8 seeds but lost in the round of 16. Moran and Clark finished second in their pool and lost in the round of 16 to the top seeds and defending gold-medallists.
- In the Women's Doubles, Gillen-Buchert and Clark did not reach the knockout stage.

#### **General Information**

- The Scottish Men's Team has finished in top 8 at European Championships since 2005 and has finished 4th at the past three ETC's.
- Alan Clyne is ranked world No.35 and is competing in the highest level Tour events (i.e. World Open and Super Series tournaments) with a goal of a medal in singles and doubles in 2018
- The Scottish Junior Team, with most of the team training full time in Edinburgh, should go close to winning the European Junior Team's Title in 2015 – for the first time in history.
- Scotland consistently wins the U20 Youth Test Series between Scotland, England and Wales indicating the success of the Scottish Programme's focus on developing its players towards senior performance.
- Over the past 4 years, Scottish players have consistently ranked in the top 8 in the European Junior Rankings - until we were forced to reduce our attendance at these events in order to divert funds towards the preparation of the 2014 Commonwealth Games squad.

## **Individual Player Potential and Achievements**

### **Alan Clyne**

- Semi-finalist in Men's Doubles Delhi 2010, Glasgow 2014.
- World ranked No.35 and constantly improving. In the 2014 ETC, he defeated the world No.5.
- Member of the Scottish Men's Team that finished 4th for the past 3 years at the ETC.
- Won 1 PSA tour title (Galway) in 2013/14.
- Should be at the top of his game in 2018.

### **Harry Leitch**

- Semi-finalist in Men's Doubles in Delhi 2010 and Glasgow 2014
- Previously a quarter-finalist in Men's Doubles at Melbourne (2006)
- A strong contender for doubles in 2018.

### **Greg Lobban**

- Quarter-finalist in Men's Doubles in Glasgow 2014
- Ranked No.2 in the senior men's rankings in Scotland
- Defeated his first world top 30 opponent in the Jersey Open in May 2014
- Member of the Scottish Men's Team that finished 4th for the past 3 years at the ETC.
- Won 2 PSA Tour titles (Kuala Lumpur, Geneva) in 2013/14
- World ranked No.72.

### **Douglas Kempself**

- Ranked No.3 in the senior men's rankings in Scotland
- No.2 player in the most successful Scottish Junior Team in history (2nd to England at U17 ETC - 2009)
- Member of the Scottish Men's Team that finished 4th for the past 3 years at the ETC.
- Finalist in 2 PSA tour events in 2013/14 (Geneva, Ipswich)
- Member of the CGS Achieve 2018 programme
- World ranked No.111.

### **Kevin Moran**

- Ranked No.4 in the senior men's rankings in Scotland
- Member of the Scottish Men's Team that finished 4th for the past 3 years at the ETC.
- A member of the CGS Achieve 2014 programme to Delhi (2010) and selected for Team Scotland to the Glasgow Games 2014
- World ranked No.125

### **Jamie Henderson**

- Ranked No.5 in the senior men's rankings in Scotland
- Excellent athlete and a hard worker who has just commenced competing on the PSA world tour.
- Member of the CGS Achieve 2018 programme

### **Chris Leiper**

- Ranked No.6 in the senior men's rankings in Scotland
- Despite debilitating injury, he has worked hard to rehabilitate and is now planning to move to Edinburgh to train at the National Training Centre.
- Member of the CGS Achieve 2018 programme

### **Rory Stewart**

- No.1 ranked U19 male in Scotland
- Previously ranked No.3 in Europe (July 2010)
- Very talented striker and excellent tactical awareness for his age.

### **Fergus Richards**

- Ranked No.2 in the boys U19 in Scotland
- Already demonstrating outstanding physical capacity and achieving extraordinary (for his age) specific metabolic fitness test results.

### **Kirsty Lobban**

- Ranked No.1 U19 female player in Scotland
- Previously ranked 6th in Europe at U13
- Winner of ESF event (Scottish Junior Open) and consistent semi finalist or better at major European Squash Federation events – e.g. Nordic Junior Open and Welsh Junior Open

### **Claire Gadsby**

- Ranked No.2 U19 female player in Scotland
- Competitive with Elspeth Young and Kirsty Lobban
- Talented hitter and strong work ethic.

### **Elspeth Young**

- Ranked No.3 U19 female player in Scotland
- Superb athlete - already demonstrating the physical requirements necessary to succeed in elite squash
- Excellent discipline, attitude, and attention to detail for someone of her age
- Member of the CGS Achieve 2018 programme.

### **Carrie Hallam**

- Ranked No.4 U19 female player in Scotland
- Superb athlete - already demonstrating the physical requirements necessary to succeed in elite squash

#### 4 ATHLETE TRACKING

- a) Performances in domestic, international and representative events
- b) Points-based domestic rankings system, an online Order-of-Merit system and an online results database that records all domestic results in Scotland.
- c) A similar objective rating system for doubles play is also in use.
- d) The World Squash Federation has given authority to the men's and women's tours (PSA and WISPA respectively) to produce World Singles Rankings, which provide an indicator of the players' standing in the individual game.
- e) Results and Performances at World Doubles Championships and other international doubles events
- f) Athlete screening and specific fitness testing to monitor improvements in physical development is carried out on all listed players consistently and regularly.
- g) The European Squash Federation provides objective Junior singles rankings.
- h) Reports from coaching and support staff including Regional Performance Network coaches.

#### 5 ANY SPECIFIC OBSTACLES TO ADDRESS

##### **Programme:**

The Performance Programme direction, structure, staff and content is amongst the best in the world. The vibrant domestic tournament circuit and a major events strategy are in place to bolster the competition pathway and our players are now established on the European and World stage.

Our leading male player has established himself in the world top 35 and is defeating players ranked well above him. He, along with our No.2, 3 and 4 ranked players form the backbone of a team capable of winning at European and World Team level over the next 5 years and of medalling in Singles and Doubles in 2018.

Having established Scotland amongst the top Commonwealth Games doubles nations, it is important that we continue to drive the development and promotion of doubles world-wide. We have shown that our players can take on the best players in the world at this form of the sport and our developing players now see opportunities in doubles as a legitimate target for 2018.

A dearth of senior female players has demonstrated the need to specifically address this issue for the future. A Girl's Programme was established in 2013 that regularly brings the best young players together at the National Training Centre to train in an all-female environment. Female guest speakers also address the players - covering topics related to life as a performance athlete.

##### **Funding:**

It is important that the Programme is funded adequately in order to allow Performance Programme staff to focus on their priority tasks instead of being forced to expend even more time filling in the gaps. The past 7 years has been an exercise in financial juggling as resources have to be shifted around to cover changing priorities within the programme – particularly Commonwealth Games preparation.

- a) With the expansion and maturing of the Performance Programme over the past 12 years, there are increasing numbers of young players moving to Edinburgh to train at the National Training Centre. Those same players are also intending to compete on the world professional tours and this will tax the Programme finances.

- b) The Performance Programme established a Regional Performance Network to deliver the best available support to the many players who live outwith the centralised programme in Edinburgh. The cost of delivering this Network is a significant additional cost to the Programme.
- c) In order to accelerate the experience/feedback/learning process for players on the world tours, it is important that they have a coach with them at the times they are having those experiences. This cannot be achieved without additional funds.
- d) Coaching staff, including the National Coach and the Assistant National Coach, are under-paid relative to their positions across sport and the performances of the players and teams. Without significant increases in this area, retaining staff will be a major issue and replacement staff of this quality will not be found for the salaries currently offered.

Without appropriate funding support, whole sections of the Performance Programme will need to be shut down in order to provide sufficient funds for Gold Coast preparations.

### **Support Services:**

In a complex sport such as squash, there are 4 main skill areas that need to be optimised in order to achieve peak performance:

- a) Sport-specific perceptual motor skills
- b) Performance mental skills
- c) Sport specific physical fitness
- d) Performance life skills (including pastoral care)

In order to ensure a holistic programme is in place, the availability of top class support services designed to facilitate these skills, and including sport science /sport medicine support, is critical. Further, an appropriate individualised competition programme and high performance facilities are necessary to underpin any development.

The Edinburgh based National Programme currently receives a complete range of support services as follows:

- a) Squash-specific high performance coaching support provided by SSRL via sportscotland funding
- b) Sport Psychology support provided by SIS through ESIS
- c) Physical Development support (including strength and conditioning, testing, case management, etc.), provided by Heriot-Watt University funded by sportscotland.
- d) Performance life skills support provided by SIS via ESIS
- e) Underpinning these other services is the sport medicine support provided by SIS through ESIS which includes sports medicine, physiotherapy, podiatry, nutrition, massage services, etc. In particular, the physiotherapy services that have been put in place have proven to be outstanding with a noticeable improvement in performances - especially as a result of having a physio with the team at the European and World Teams Championships.
- f) Further underpinning the programme is the provision of on-site facilities by Heriot-Watt University for squash, strength and conditioning, sports medicine and sport science services.
- g) Individualised competition programmes are supported by funding from sportscotland and player contributions.

With Heriot-Watt University being awarded the National Performance Centre for Sport, stability now exists for the continued availability of support services currently available through the University. Competition from other sports may stimulate an increase in the cost of these services.

Out with the centralised programme, the non-Edinburgh based players, primarily National Youth or HWU Junior Academy players, receive support as follows:

- a) Squash-specific high performance coaching support via the SSRL Regional Performance Network plus monthly "Academy Days" at the centralised programme at HWU.

- b) Sport Psychology support provided by SIS through ESIS
- c) Those supported by the Area Institutes of Sport receive physical development support (including strength training).
- d) Those supported by the Area Institutes of Sport receive sport science and sport medicine support, which includes sports medicine, physiotherapy, podiatry, nutrition, massage, etc.
- e) Those supported by the Area Institutes of Sport receive performance life skills support.

The critical areas for our developing talented players are the physical development services including strength training and sports medicine support provided by the AIS network. Ancillary services such as Performance Life Skills support are also relevant at this stage of players' development. SSRL has undertaken to provide the squash-specific coaching in the regions but is dependant on the AIS network for everything else.

Any threat to the availability of these services will have a long-term impact on the critical transition from junior to senior levels.

#### **Facilities:**

The build-up to both the Melbourne and Delhi Commonwealth Games was hampered by the lack of specific doubles facilities in Scotland (other than on the Shetland Islands). These previous issues have now been largely overcome but the lack of a doubles training facility in Edinburgh hampers the amount of time that can be committed to doubles training due to the additional travel time to and from Glasgow.

The installation of a complete video recording facility (funded by sportscotland) on 6 courts at HWU has made the facilities world leading.

## **6 PERFORMANCE SQUAD STRUCTURE**

Appendices show a Schematic of the overall structure of the Performance Programme and the Talent Development Pathway with competition and support programmes while the Squad Structure and Eligibility is shown in Appendix III.

There are 6 main squads in the Performance Programme with our medal zone athletes primarily in the National Senior or Youth Squads or at the upper end of the HWU Junior Academy:

- National Senior Squad
- National Youth Squad
- Heriot-Watt University Junior Academy
- National Talent Squad
- Regional Performance Network
- Regional Development Squads

A National Girl's Squad is chosen from the other squads

The **National Senior Squad** comprises players who are eligible for and training towards senior representation in major international events. These players generally train full time in our centralised programme at the National Training Centre at Heriot-Watt University. They train daily and are provided with specific strength and conditioning training, individualised sport psychology programmes and sports medicine/ sports science support through arrangements with Heriot-Watt University and the East of Scotland Institute of Sport (ESIS).

The **National Youth Squad** comprises generally ex-top ranked juniors who have now reached the age of 19, have graduated from the Heriot-Watt University Junior Academy and are not yet up to the standard of our Senior players. Those who move to Edinburgh (usually for university), train alongside our seniors at the National Training Centre accessing the same support services through Heriot-Watt University or ESIS. Those who do not move to Edinburgh train with the Regional Performance Squads and are supported by the Area Institutes of Sport (AIS) for strength training and sports medicine/ sports science support.

The **Heriot-Watt University Junior Academy** is an exclusive group of the highest ranked juniors in each age group and who generally satisfy Area Institute of Sport criteria (other than age restrictions). Limited to 16 players annually, these players have been identified as potential senior representatives with a long-term future in the sport. Each month, a full training day is conducted for them at the National Training Centre in Edinburgh where they participate in on-court training, sport psychology workshops, strength training and testing. They also train weekly with their respective Regional Performance Network and receive strength training, sports medicine/ sports science support from the AIS network.

The **National Talent Squad** comprises junior players who are not yet good enough to be selected for the HWU Junior Academy but have been nominated by their Regional Coach for inclusion. They attend the monthly Academy Days in Edinburgh where they train alongside the HWU Academy Squad and join in introductory sport psychology sessions and functional strength training. They also train weekly with their respective Regional Performance Network but are not associated with the AIS network.

The **Regional Performance Network** provides weekly, supervised training sessions for members of the Youth Squad, HWU Junior Academy and National Talent Squad as well as younger players who are yet to be accepted into the National Talent Squad. The sessions are conducted by coaches who have completed the SSRL Performance Coach Development Programme. The **National Girl's Programme** provides training at the National Training and Competition Centre in an all-female environment. Female guest speakers also address the players - covering topics related to life as a performance athlete.

## 7 SELECTION PROCESS

See Appendix 4: Squad Structure and Eligibility.

National Senior Team Selection Criteria & Procedures, National Junior Team Selection Criteria and Procedures and AIS Selection Policy for Squash (players supported by the AIS/SIS) are included in the Performance Plan

Specific squad selection criteria for each squad is reviewed (and re-published if necessary) at the beginning of each season.

The squads are selected based on performances in the two disciplines – singles and doubles and the targeted representative events in that season.

To qualify for selection into the **Senior Squad** players must:

- a) Be eligible to play for Scotland according to the criteria of the targeted representative events
- b) Be ranked in the top eight senior players of their respective gender in Scotland except in exceptional circumstances
- c) Demonstrate to the Selection Committee the psychological, physical and technical characteristics necessary to represent Scotland

- d) Be prepared to make a commitment to openness of communication between all players and coaches
- e) Be prepared to make a commitment to fulfil the annual competition and training programme of the Senior Squad including specified tournaments and representative events.

To qualify for selection into the **Youth Squad** players must:

- a) Be eligible to play for Scotland according to the criteria of the targeted representative events
- b) Be ranked in the top four U/23 players of their respective gender in Scotland except in exceptional circumstances
- c) Demonstrate to the Selection Committee the psychological, physical and technical characteristics necessary to be successful at an international level
- d) Be prepared to commit to a holistic system of player development, with openness of communication between all players and coaches
- e) Be prepared to make a commitment to fulfil the annual competition and training programme of the Squad including specified international tournaments and representative events.

To qualify for selection into the **HWU Junior Academy** players must:

- a) Be eligible to play for Scotland according to the criteria of the targeted representative events
- b) Be ranked in the top two players of their respective year and gender (i.e. a 13 year old player is ranked against players who are 13 or younger) except in exceptional circumstances
- c) Demonstrate to the Selection Committee the psychological, physical and technical characteristics necessary to be successful at an international level
- d) Be prepared to make a commitment to a holistic system of player development, with openness of communication between all players, coaches and parents
- e) Be prepared to make a commitment to fulfil the annual competition and training programme of the Squash Academy including specified international tournaments and representative events.

To qualify for selection into the **Talent Squad** players must:

- a) Be eligible to play for Scotland according to the criteria of the targeted representative events
- b) Be ranked in the top four players of their respective year and gender (i.e. a 13 year old player is ranked against players who are 13 or younger) except in exceptional circumstances
- c) Demonstrate to the Selection Committee the psychological, physical and technical characteristics necessary to represent Scotland successfully within the next two seasons
- d) Be prepared to make a commitment to openness of communication between all players, coaches and parents and
- e) Be prepared to make a commitment to fulfil the annual competition and training programme of the Talent Squad including specified tournaments and representative events.
- f) It is at the discretion of the Regional Performance Network Head Coach as to whether a player is accepted into the National Talent Squad.

It is a requirement of the Performance Programme that all players are members of Scottish Squash and Racketball Ltd.

## 8 STAFFING STRUCTURE

The SSRL Performance Programme is managed by the National Coach who also carries out the functions of National Performance Director. The National Coach is line managed by the SSRL Chief Executive Officer who in turn answers to the SSRL Board of Management.

SSRL employs a full time Coach Education and Development Manager, a full-time Events and Administration Co-ordinator and an Administrative Officer. The SSRL office provides administrative support for the Performance Programme.

The Performance Programme staffing structure is not likely to change between now and 2018 and comprises:

Roger Flynn	National Coach and Performance Director, Full Time.
Stuart Crawford	Assistant National Coach, Full Time
Linda Davie	National Senior Teams Manager, Volunteer.
Martin Woods	West of Scotland and Central Regional Performance Network Head Coach, Consultant
Claire Kidd	East of Scotland Regional Performance Network Head Coach, Consultant
Dave Ireson	Grampian Regional Performance Network Head Coach, Consultant
Mark Beaumont	Tayside and Fife Regional Performance Network Head Coach, Consultant
Phil McWilliams	Central Regional Performance Network Head Coach, Consultant
Robin Hamill	Highlands and Islands Regional Performance Network Head Coach, Consultant.

The SSRL Performance Programme conducts a Performance Coach Development Programme (PCDP) to provide ongoing CPD - including opportunities to escort junior, youth and senior teams to European and World competitions.

The PCDP comprises workshops and mentoring conducted by the National Coach alongside the centralised monthly HWU Academy Days in Edinburgh.

## 9 LTPD

A comprehensive LTPD system provides the basis for the content of the programmes prepared for the various squads.

Each squad's training programme offers a modern, systematic and holistic approach to player development, analysing specific needs of the player and co-ordinating a comprehensive development programme. The programme is designed to operate in full consultation with players, parents and personal coaches. A model of player development shown in Appendix IV shows the primary skill areas that need to be developed and the personnel and resources required to facilitate this. The programme for each individual, depending on "age and stage", is based on this model and specific individual priorities.

Integrated, individualised, periodised, training programmes are designed for members of the Senior and Youth Squads and delivered by the Performance Programme staff with support from the Area Institutes of Sport. The Senior Squad focus is on "Training to Win" while the Youth Squad aim is "Training to Compete".

The HWU Junior and Academy players have individualised competition programmes prepared and then integrated into representative Squad training programmes that run alongside long-term development programmes focussed on "Training to Train". Support is provided by the Area Institutes of Sport.

National Talent Squad members' programmes are generic in nature focussing on a "Learning to Train" model while players develop to a sufficient standard to be promoted into the HUW Junior Academy

The Regional Performance Network Squads provide regular local opportunities to carry out supervised training based on the specific programmes detailed above.

## 10 COMPETITION PROGRAMME

The Performance Programme competition programme is primarily focussed on representative team events at gradually increasing levels of exposure as indicated in Appendices 1-3

The **National Senior Squad** targets major representative events including the European Teams Championships, the World Open Teams Championships, the World Doubles Championships, the World Cup and the Commonwealth Games. They will compete in the new international doubles circuit and they also compete in domestic and international singles competitions and events conducted by the British Squash Players Association (BSPA), the Professional Squash Association (PSA) and the Women's Squash Association (WSA).

The **National Youth Squad** targets the International Youth Test Series between England, Wales and Scotland as its major representative opportunity while also seeking selection for senior representative events. They also vie for selection in British Universities Sports Association (BUSA) Teams as well as competing in domestic (singles and doubles), international, BSPA, PSA and WISPA events. A new 6-Nations Youth Competition was conducted in May 2014 and will hopefully continue in future.

The **HWU Junior Academy** focuses on European U19, U17 and U15 Teams events as well as the bi-annual World Junior Teams Championships (Boys and Girls Championships alternate each year). They compete in the domestic tournament circuit and selected European Squash Federation Junior Circuit events.

Members of the **National Talent Squad** target a Five Nations International U13 and U15 team event between England, France, Wales, Ireland and Scotland. They compete on the domestic tournament circuit and selected players are also chosen to attend European Squash Federation Junior Circuit events.

At a regional level, players are focussed on the Scottish Inter-Regional Teams Championships as their first representative opportunity.

## 11 ATHLETE SUPPORT

**Senior Squad** players are supported as follows:

*Selection in the Senior Squad may entitle selected players to access support from the Scottish Institute of Sport however this is decided on a case-by-case basis.*

- a) Access to the National Competition and Training Centre at Heriot-Watt University and the National Doubles Training Facility at Scotstoun during scheduled training sessions
- b) Squash specific coaching from appropriately qualified and experienced staff.
- c) Appropriately detailed physical testing and reporting throughout the season
- d) Individual, personalised support and assistance with the planning and evaluation of a programme incorporating life skills, tactical, technical, psychological and physical development
- e) Support from appropriately qualified and experienced staff including sport psychology, nutrition, strength and conditioning.
- f) Sports Science and Sports Medicine Support Programme, which is tailored to the player's individual needs and includes appropriate screening.
- g) Selected members may receive individually targeted funding support towards training or competition decided on a case-by-case basis

The **Youth Squad** Programme provides:

*Selection in the Youth Squad may entitle selected players to access support from the Scottish Institute of Sport however this is decided on a case-by-case basis.*

- a) Access to the National Competition and Training Centre at Heriot-Watt University and the National Doubles Training Facility at Scotstoun during scheduled training sessions
- b) Squash specific coaching from appropriately qualified and experienced staff.
- c) Individual, personalised support and assistance with the planning and evaluation of a programme incorporating life skills, tactical, technical, psychological and physical development
- d) Coaching and evaluation from Coaches at stipulated national and international tournaments
- e) Funding support of stipulated international tournaments
- f) Travel costs when representing Scotland in Test Series, European Championships and World Championships (as appropriate)
- g) A subsidised Sports Science and Sports Medicine Support Programme, which is tailored to the player's individual needs.

The **Heriot-Watt University Junior Academy** provides:

Academy membership may enable players to access support from the Area Institute of Sport network. This membership will be decided on a case by case basis.

- a) Access to monthly one-day squad sessions conducted at the National Training and Competition Centre, Heriot-Watt University, Edinburgh.
- b) Access to weekly Regional Performance Network training sessions
- c) Coaching from appropriately qualified and experienced Academy Staff
- d) Individual, personalised support and assistance with the planning and evaluation of a programme incorporating life skills, tactical, technical, psychological and physical development
- e) Supervision, coaching and evaluation from Squash Academy Coaches at stipulated national and international tournaments
- f) Part funding of stipulated international tournaments
- g) Travel costs when representing Scotland at Home Internationals, European Championships and World Championships as appropriate.
- h) The opportunity to be selected for attendance at a European Squash Federation Junior Tournament, (player contribution required).
- i) A subsidised Sports Science and Sports Medicine Support Programme which is tailored to the players stage of development.

The **National Talent Squad Programme** provides:

- a) Access to monthly one-day squad sessions conducted at the National Training and Competition Centre, Heriot-Watt University, Edinburgh
- b) Access to weekly Regional Performance Network training sessions.
- c) Squash specific coaching from appropriately qualified and experienced staff
- d) Appropriately detailed physical testing and reporting throughout the season
- e) A minimum of one Sports Nutrition workshop
- f) A minimum of one Sports Psychology workshop
- g) Supervision, coaching and evaluation at representative events
- h) Travel costs when representing Scotland at Home Internationals, European Championships and World Championships (only members of the Junior Excellence Programme have their costs paid to represent Scotland)
- i) The opportunity to be selected for attendance at a European Squash Federation Junior Tournament, (player contribution required).

## 12 **PERFORMANCE CENTRE(S)**

The National Training and Competition Centre is based at Heriot-Watt University, Riccarton, Edinburgh. The agreement with HWU is on-going and provides year-round access to facilities including squash courts at all times during the week, use of the BASES accredited gymnasium, cardio-vascular training suite, Nautilus circuit suite and subsidised sports science and strength and conditioning services.

Scotstoun Sports Campus in Glasgow provides discounted doubles training facilities.

ESIS is also based at HWU and provides sport psychology, nutrition, podiatry and sport medicine support.

A SSRL facilities plan is in place to ensure that all new facilities in Scotland are built with moveable side-wall technology to ensure adequate doubles training facilities are available.

Each Region has a central training centre where players train in the Regional Performance Network and associated support services are provide through the AIS network.

### 13 **MATURITY**

In the late 1990's there was no systematic approach to high performance squash in Scotland. The Heriot-Watt University Junior Academy, which was the foundation of the Performance Programme, commenced in 1999 as a stand-alone programme which attempted to fill this void.

The Performance Programme, in its current incarnation, commenced in 2003 as players began to grow out of a primarily junior programme into senior ranks and assistance was provided by sportscotland to support this programme.

With the retirement of some older players, the average age of our senior men's team is now just 23 - suggesting that peak performances should be achieved in the coming years.

The Regional Performance Network is the final piece in the design of a comprehensive, systematic Talent Development Pathway (see "*Performance Programme Schematic*" diagram)

Key performance staff have explicit roles and responsibilities within the Performance Programme and are formally agreed.

The roles and responsibilities of the Board of Scottish Squash & Racketball Ltd, as well as its Sub-Groups are currently undergoing review although the relationship with the Performance Programme has been agreed and is strongly supported.

The Performance Programme has a long-standing relationship with the Area Institute of Sport network that provide support services for members of the Senior, Youth and HWU Junior Academy. These agreements are on hold pending a review of their roles and responsibilities.

### 14 **OTHER COMPETITIONS**

For squash, the ultimate competition is the Commonwealth Games.

### 15 **LEARNING**

All members of the Performance Programme are involved in a personal review process carried out post major events. Players complete match and event assessments to facilitate this review. Key gaps can be identified statistically.

The Commonwealth Games Squash Team has carried out a team review and key issues have been identified.

Every aspect of training and preparation was carried out to the best of the squad's ability and the closeness of the results in the critical doubles matches indicates how important it is to have top level doubles competition in the lead up to future major events.

Scotland is now recognised as a force in both men's singles and men's and mixed doubles competition but will need to develop our young female players into the next Scottish Women's Team as a priority.

## 16 PERFORMANCE ETHOS

The Performance Program Mission Statement specifically states that its role is to “...assist players to win for Scotland...”.

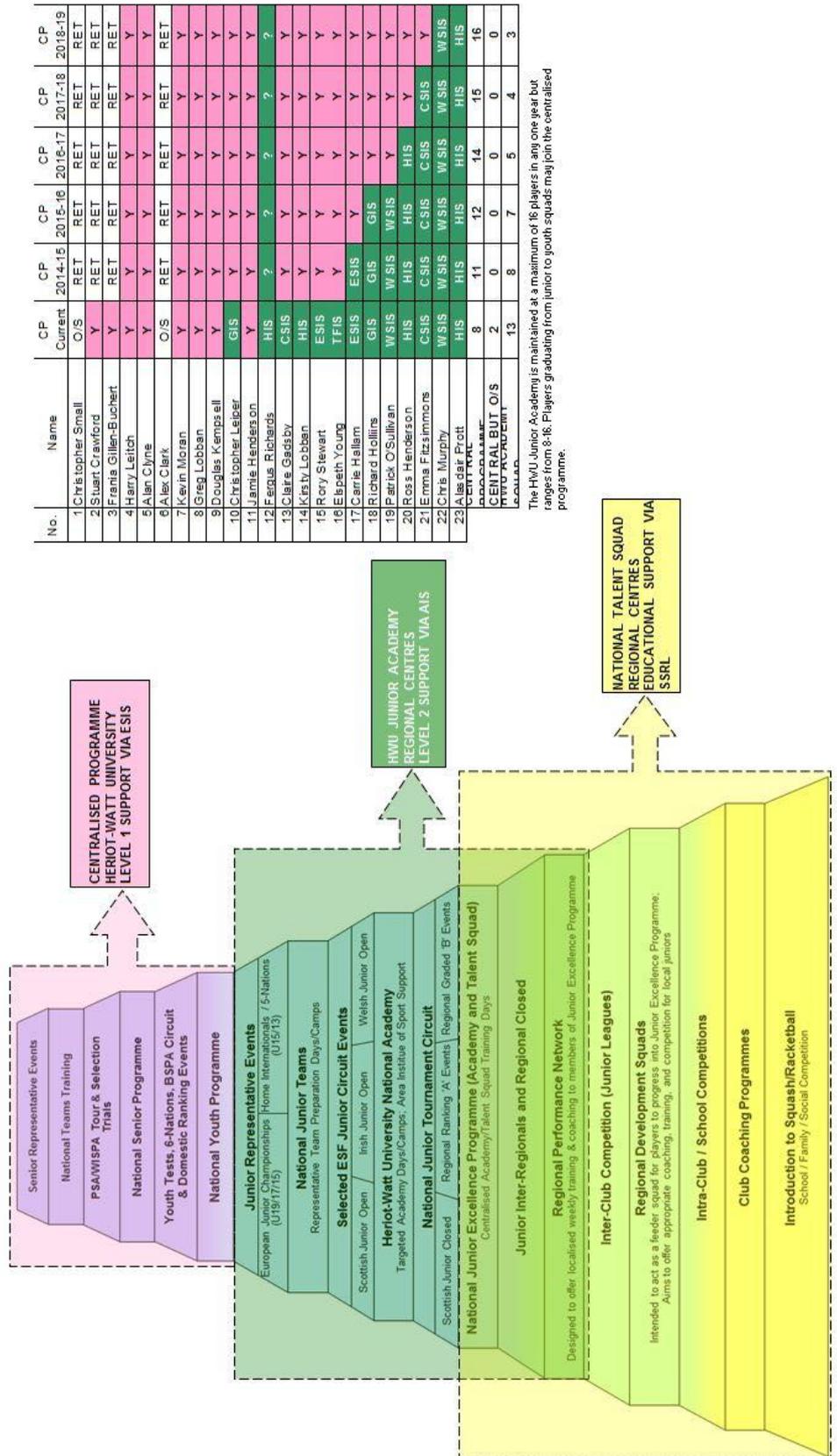
Our structures are fundamentally influenced by this mission – hence the emphasis on the Inter-Regional Teams Championships as the first focus for our up and coming juniors through to Home Internationals, Youth and Senior Test Series, European Teams, World Teams and Commonwealth Games championships.

Our coaches and our players embrace this mission and there is a strong representative culture based on this mission.

## APPENDIX 6

### PERFORMANCE PROGRAMME SUPPORT SCHEMATIC

## SCOTTISH SQUASH & RACKETBALL LTD PERFORMANCE PROGRAMME SUPPORT SCHEMATIC

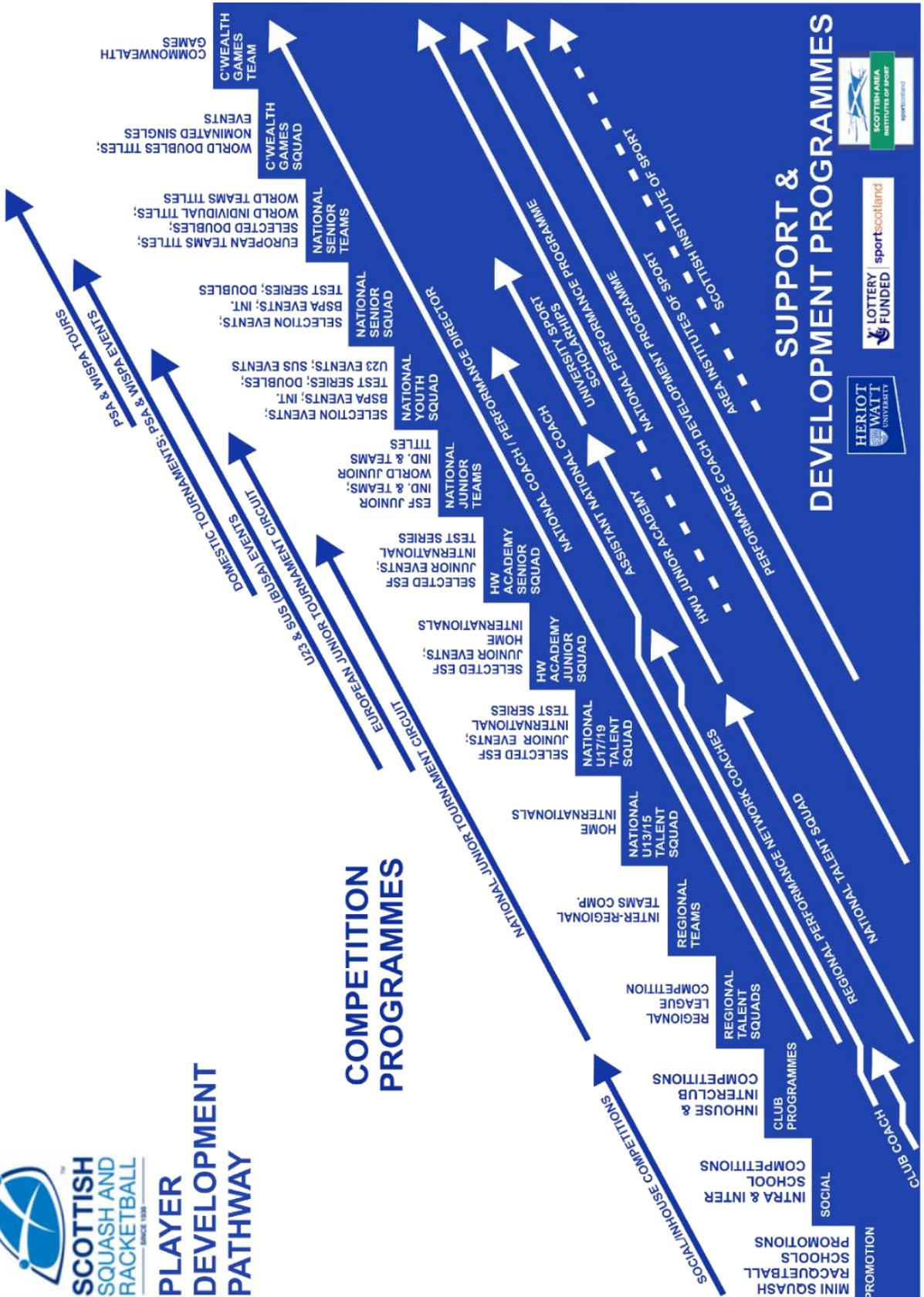


## APPENDIX 7

### TALENT DEVELOPMENT PATHWAY



# SCOTTISH SQUASH AND RACKETBALL DEVELOPMENT PATHWAY



## SUPPORT & DEVELOPMENT PROGRAMMES

**'bashing a ball against a wall'**  
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