

IRISH SQUASH

STRATEGIC PLAN

2014 - 2017



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ACKNOWLEDGEMENTS

We appreciate the input of a wide array of stakeholders in this strategy development.

An extensive consultation process included talking to and meeting with affiliated and non-affiliated clubs and members from all over the country as well as the provincial representative groups in Ulster, Munster, Leinster and Connacht.

Irish Squash would like to thank all those who participated in this consultation process, especially those who travelled to meetings in the storms of January and February. We appreciate all those who gave up their time, as volunteers in this sport do on a continuous basis, to consider the future of the sport and how we can work together to bring it success. In all, 31 clubs engaged with the process as well as 18 other individuals including board members, coaches, and other stakeholders.

We hope this plan reflects the needs of the clubs, players, coaches, volunteers and the wide squash community who we believe want to see continued progress in the sport that will secure its future and build on its past successes.

We are confident that this plan is ambitious for the sport but realistic in that ambition given the small and dedicated resources available to the sports community.

OUR AMBITION FOR THIS STRATEGY

WHAT WE WANT THIS STRATEGY TO BE:

- A key part of a dynamic, ongoing and systematic process which is never “finished” but continuous and part of the culture of our organisation and board
- A way of building and demonstrating to our constituency the consensus and shared ownership on what we have agreed together, which constitutes a “desirable future” and how we will work together to achieve it
- A working tool to focus on outcomes over a defined period, using hard facts and commitment to specific tasks
- A way of building effective interaction with all our stakeholders
- A well thumbed document that will be scribbled on and referred to in discussion, argument and consensus

IT IS NOT:

- An exercise determined by a need to get funding
- An unrealistic wish list for some time in the future
- Restrictive - it can be changed (with agreement) to suit changing circumstances
- A panacea for all problems
- A large book, which sits on a shelf or in a drawer

To achieve this ambition we will put this strategy at the centre of our decision making and progress in the coming years and will hold ourselves to account to do so.

The Irish Squash Board 2014/15

EXECUTIVE SUMMARY

Irish Squash represents a sport in Ireland that is made up of a small but vibrant and committed community of players and volunteers. It has punched above its weight consistently in terms of European and World events and is rightly proud of those achievements.

Squash is also the sport that has been named by Forbes Magazine as the healthiest form of sport when measured on criteria such as muscular endurance, calories burned, cardio-respiratory endurance etc. This is coupled with well-distributed infrastructure for an indoor sport in many cities, towns and villages on the island of Ireland. All this leaves Squash positioned well to build on the successes in achievement and reach out to players, volunteers and clubs all over the island to build that community of both leisure and competitive players.



This strategy includes specific initiatives that will support the volunteers upon which the sport depends, by assisting them in their roles through sharing of expertise and will recognise their successes.

It will assist coaches and clubs work together to sell squash in a co-ordinated way that will build membership and provide a pathway for leisure and competitive players into the game and into their local clubs. It will work to generate demand at local level and help create the supply of squash to meet that demand. The primary focus is to build participation.

The strategy continues to support the calendar of events for high level players and the associated coaching for this cohort.

And finally the strategy will support changes in internal supports at the NGB to allow for these supports to be put in place with limited employed resources and a highly active volunteer board.

In all, it is a simple strategy that can be summed up in one page as shown in Appendix 4. We invite you to print and keep this summary page as a map of where we are going and we ask the stakeholders to work with us to get there and to hold us all as a community to account for what we are ambitious to achieve.

SQUASH IN IRELAND 2014

THE SPORT CONTEXT

The sport of Squash in Ireland is benefiting from good levels of support from the Irish Sports Council. However, with many of its peers, Squash has seen year-on-year cuts since 2009 and sees no reason to expect any dramatic improvement in the external funding environment in the period of this strategy. From total funding of €53.7 million in 2008, the council is budgeted to spend €40 million in 2014. The effects of this have been felt across the sporting community, including in Squash.

We note the high level of priority given to participation goals by the Irish Sports Council and its reliance on its network of governing bodies to contribute to these goals. Squash has been noted by Forbes Magazine as the healthiest form of sport when measured on criteria such as muscular endurance, calories burned, cardio-respiratory endurance etc. As such Squash can contribute to the national collective effort aimed at increasing participation in sport.

We also note the need for measurement of success within this strategy and have set stretching but realistic goals in all areas.



COMPETITIVE SUCCESS

The sport organises a vibrant calendar of events throughout the year and throughout the country. Almost entirely run by volunteers, it includes a full calendar from September to May including provincial and club based tournaments for Juniors, Seniors and Masters. Irish Squash also sends an International team to European and World events in four Junior categories (U13, 15, 17 and 19) Seniors and Masters.

The sport has nurtured great talent that has gone on to succeed on the world stage. For example, Madeline Perry, former World number 3 and a top ten player for over 10 years. Derek Ryan, a former world number 7 and over 40's World Champion.

The national Women's team won 2 successive silver medals at the Senior European Championships in 2012 & 2013.

Squash is bidding to become an Olympic sport but currently is not and is not recognised as a High Performance sport by the Irish Sports Council.

Help create relationships and benefits for those leisure players and seek to affiliate them to the sport.



AFFILIATED MEMBERSHIP

Squash currently has a low level of affiliation among squash players. Paid-up affiliated members amount to 2285 in 58 clubs.

The basis upon which a player affiliates to Irish Squash (and it is the player themselves who affiliated via a club, not the club itself) has to date been for the purpose of playing in competitions. More recently affiliation to Irish Squash has also brought the added benefit of insurance as negotiated by the Federation of Irish Sport but this in itself has not been promoted sufficiently, as a benefit in its own right. The necessity to be affiliated has been primarily driven by the desire to compete and is limited to those players interested in this very vibrant aspect of the sport.

The low level of affiliated members does not reflect the full level of activity in the sport and we note that there are large numbers outside the affiliated members who are regular leisure players of the game in clubs all over the island but do not have a basis for a relationship with the governing body. This strategy will help create relationships and benefits for those leisure players and seek to affiliate them to the sport.

FINANCIAL FOOTING OF THE NATIONAL GOVERNING BODY

The governing body is highly dependent on the funding of the Irish Sports Council and has created limited income streams from other sources. It has been successful in gaining Patronage from friends of the sport. Affiliation income is low given the reasons described above. As a small sport it is not well placed to achieve commercial sponsorship in the near term but intends to move in this direction in the course of this strategic plan period.

MEMBERSHIP AT CLUB LEVEL

Clubs vary hugely in this sport. Clubs exist within commercial leisure centres, within public community centres, as standalone members clubs or within multi-sport or multi-racket clubs. Across the board the experiences are very different and some clubs are doing well at attracting and retaining a vibrant community of squash players from all age ranges and walks of life. In some cases clubs have revitalised impressively in the past couple of years thanks to a small group of committed people who form a committee and get some momentum behind the club. Other clubs have consistently been successful again thanks to the input of volunteer committee members and structured coaching programmes that feed members to the club.

However, many clubs are struggling to retain players (other than a die-hard core group) and in some cases have almost given up trying to attract new players to the sport. Clubs cite a “missed generation” of players, in some case several missed generations in clubs where the average age is increasing as the membership decreases. The core membership of such clubs can now lie among “masters players” a very active group who began playing in the 1970s and continue to play in a vibrant competitive community.

Because the squash player can have a very long sporting career, the sport has a very active cohort of (what for some sports might be) “older” players. This cohort can also include the parents of the Junior players and tends to form the basis of the voluntary effort upon which this sport in Ireland is built.

In multi-sport environments many squash committees believe they are considered the “secondary sport” within the club (e.g. tennis is the dominant sport) and in some cases believe their infrastructure is vulnerable as it is not paying its way. Clubs have seen courts close in recent years, either put to other uses or allowed to fall into disrepair in the absence of enough players and funds to justify the necessary investment.

CLUB ENGAGEMENT

Given the affiliation relationship described above, clubs and members have little interaction with Irish Squash except on the basis of entry into competitions. Throughout the consultation process, feedback showed that members and even clubs themselves saw little reason to engage with the governing body outside this basis. In the absence of engagement with Irish Squash, some clubs mentioned the provincial boards as the touchstone for other aspects of the sport and some associated the provincial body as the “go-to” organisation for coaching and other club related assistance.

The new executive has been reaching out to clubs and is in contact with some of the newly formed or re-constituted clubs that have initiated contact with the NGB in recent months.

NATIONAL GOVERNING BODY

The national governing body of the sport has seen some upheaval throughout the period of the last strategic plan. The current board includes many new faces and is still in its first years under the new President Ed Dunne. The NGB has just one employee, its CEO Paul Nugent, himself in the role since June 2013 after personnel changes in the executive side within the past year.

As a sport almost entirely dependent on volunteers the board itself can tend to be operational in its focus and is calendar driven, given the emphasis on competitive events and the reliance on this small committed group and their volunteer colleagues in the regional boards to deliver this calendar.

VOLUNTEERS

As mentioned above, the sport is highly dependent on volunteers. As a small sport the cohort of people available to assist in organising and developing the sport is small and without recruitment these demands are becoming concentrated in that small group.

At provincial level and within the competition space, there is a very vibrant group of volunteers who keep the calendar of events working year after year. These tasks fall to a small group of very committed people.

At club level, some clubs report a dwindling committee that has been doing the job for many years and does not have a succession plan or a “next generation” to whom they can hand over. Some individuals reported that the club will live or die based on the continued involvement of one or two key people.

Many tasks are labour intensive although some clubs have made a small but well-placed investment in technology which reduces the workload and has shown benefits in terms of volunteer workload and other efficiencies. (e.g. online court booking systems, tournament software).

This strategy will address the needs of this important group upon which the support depends.

THE KEY CHALLENGES FACING THE SPORT

- The sport of Squash is suffering from a lack of “new blood” into the system. It is still the great sport it was in its heyday but now operates in a complex and competitive marketplace where potential squash players have many other choices available to them.
- Volunteers in the sport are very committed but much is asked of a small group of people. Long hours and a huge commitment is asked of this small cohort of volunteers in what can be thankless tasks with little support or systems to tap into.
- Clubs not currently affiliated to the NGB have seen little need to do so unless their players are interested in competition. Those vibrant clubs that are run for social purposes do not have a close relationship with Irish Squash.

VISION, MISSION AND STRATEGIC GOALS

Given the context in which the sport is currently operating the board of the governing body has taken this opportunity to look at where its efforts have been focussed and examine where the governing body can support the sporting community in difficult times for all sport.

VISION

Squash is a vibrant community of players, competitors and volunteers who succeed in their goals in the sport and who appreciate the effort of their sporting community which is committed to high standards and a welcoming, competitive, fun and sociable approach



In summary, the strategic plan for Irish Squash for the next four years is summed up as follows:



MISSION

To increase participation by inspiring people to play, enjoy and compete in this healthy and inclusive sport. To secure the viability of the sport through strengthening all relationships among the Squash community Strategic Goals.

STRATEGIC GOAL



STRATEGIC GOAL 1

To be a supportive NGB to the Squash community on the island across all regions and all clubs that wish to engage with Irish Squash and want to grow together and support each other.



WHAT WILL WE DO TO ACHIEVE THIS?

- Provide clear benefits and services to clubs that will help them in the running of their organisation.
- Profile case studies of clubs that have been successful in various aspects of club development
- Communicate those benefits to the clubs and the members
- Help clubs make volunteering more accessible and appealing
- Provide opportunities for group negotiation and discounts through joint purchasing
- Know, communicate with and be a conduit for clubs on the island who wish to engage with the squash community
- Demonstrate excellence in our practical supports and strategic governance of the sport
- Build the community that is “Irish Squash” - The governing body is part of that community which it supports and which supports it.

WHAT DOES THIS MEAN ON A PRACTICAL LEVEL:

Membership of Irish Squash (as with any governing body) conveys benefits to members. Irish Squash will ensure all members are aware of and avail of these benefits and will build a benefits package that answers the needs of members.



While the board has a Membership Sub-Committee it does not include a Director for Participation. This appointment will be the first and most visible commitment to this goal. This voluntary position will be advertised and an individual with suitable skills sought to fill the position.

Following from club consultation undertaken, there is a huge amount of expertise among the community but that expertise is not shared. Throughout the consultation process various club committees, regional representatives and board members have offered to share their expertise with a goal of building a members benefits among the community. This will in practical terms be an active and useful members area of the website with information, templates and tips. A full list of the suggested “tools” is included in Appendix 1 and is a practical example of the type of supports available amongst the community and needed by the volunteers who currently run clubs.

Irish Squash will take on the communication piece of the strategy on a highly practical level to build upon the excellent goodwill that exists among the squash community.

However, Irish Squash is not the keeper of all knowledge – far from it. As a part of the Squash community it will operate as a networking platform for clubs to benefit from each other’s experience and seek to demonstrate excellence and build its reputation among the community.

Irish Squash will also host regional meetings on a yearly basis in all regions. During the consultation process clubs gave feedback that meeting with their peers and the NGB for discussion was highly beneficial and that networking was a useful method for all to keep up to date with opportunities and challenges of running clubs.

HOW WILL WE KNOW IT IS ON TRACK?

Key Performance Indicators:

	who?	'14	'15	'16	'17
Database and CRM system of Contact Details for Club Committees	Executive	40	All	All	All
Membership Services Director on Board (MSD) and Sub Committee assigned	Board	1	1	1	1
Map of Clubs in Ireland on website	MSD	All	All	All	All
Structure of Members Area of website	MSD and Executive	1			
Club Committees signed up to the Members Area	Executive	30	40	All	All
Items in the Tool Box (see appendix 1)	Clubs	10	20	25	30
Number of downloads from the Tool box	Executive	20	30	30	30
Feedback on Member Support Services (and amendments as suggested)	MSD		Survey	Survey	Survey
Annual Roadshow to regions	Executive	4	4	4	4
Affiliated Clubs	Executive	58	65	70	80
Affiliated Members	Executive	2,458	2,694	2,820	3,360
Number of clubs who affiliate to Irish Squash to avail of these benefits	Executive		7 new	5 new	10 new
Discounts and purchasing supports available	Executive	1	2	4	6
Use of Inflatable Court		5	10	15	20

STRATEGIC GOAL 2

To work the coach and club community to sell Squash to those segments of the population our club community can best serve and to build our player community.



As mentioned clubs in the Squash community vary enormously, in make up, in activity levels and in focus. Without exception, however, clubs depend on people, people to play, compete with, pay, socialise and build the sport and create the fun that goes with being part of a sporting community. During the consultation process clubs and coaches universally asked for assistance in building the community of competitive and leisure players.

At present coaches in the sport of Squash vary hugely. In a very tiny number of clubs a coach operates closely with the club in a business like relationship in which clear goals and revenue are discussed and achieved. In most clubs however, the coach, or coaches, operate voluntarily, on a part-time basis or on a basis that is not embedded into the club with any clear revenue relationship.

Currently, Irish Squash offers a Coach Education Programme to coaches (on a free or subsidised basis) who then approach clubs to run coaching programmes at that club. Once the coach is finished their own Coach Education Programme (Level 1 or Level 2) there is little structure for them to link in to and they are left to their own devices to create programmes with the local clubs, programmes that may then drive membership to that club and to approach schools of other sources of players. This work is usually on a voluntary basis and at arm's length from the club who would be the beneficiaries of any new membership generated by that coach.

In some cases clubs and coaches are not working hand-in-hand creating a situation where a coach may run a programme for juniors that creates a cohort of potential members who are not actively welcomed at the local club (i.e. the club offers no structure for that cohort, there are no suitable leagues or activities for them, membership fees are out of reach, etc).

Irish Squash is committed to addressing this need but has taken a decision that marketing of Squash will not be simply to generate general demand for the sport. It will be a more comprehensive programme to develop suitable demand for specific programmes and appropriate supply of consistent programmes for the sport. To do this it will encourage clubs and coaches to work hand-in-hand and tailor programmes to the niche segments of the population where Squash is a proven success.

WHAT WILL WE DO TO ACHIEVE THIS?

Irish Squash will build a portfolio of products that will be “sold” by its member clubs and coaches to those segments of the population that club is most suited to serving. The design of this Product Portfolio will be determined in liaison with the club/club coach.

The composition of the board currently does not include a Director with responsibility for Marketing & PR of squash. This appointment will be the first and most visible commitment to this goal. The voluntary position will be advertised and an individual with suitable skills sought to fill the position.

A sample outline of the segmented approach we propose is shown in Appendix 2.

For a selected segment, Irish Squash will design a suitable “product” including design of the coaching programme itself (based on successful established programmes), templates for fliers, text for marketing materials, how to approach LSP’s, the selected audience, etc.

Irish Squash will offer this package and a financial support package to those affiliated clubs and qualified coaches (Level 1 and Level 2 and those who are involved in the National Coach Mentoring Programme) that apply to run the programme and who show they will work hand-in-hand to deliver the coaching programme and recruit players in those segments. For example, a commitment from the coach to market, recruit and deliver the coaching programme to Transition Year students for example, as well as a commitment from the club to be a presence during that programme, and to offer a follow-up package of membership, club nights and introductions to other players for those who may join for the first time.

Achievement criteria will be agreed and any future investment will be contingent on successful collaboration between the club and coach resulting in committed players graduation to playing in a club environment and affiliating to Irish Squash. This package by Irish Squash will be made available regionally and on a cyclical basis to allow for a long term investment and effort by all.

Irish Squash will also continue its general profile-raising activity such as seeking publication of results, the use of Aertv, through live online Streaming of competitions to promote the game to its audience at home and abroad. Building a presence of squash in the wider consciousness will support the recruitment of players and the value of the sport in all communities. Further promotion of the sport from a PR point of view will be focussed on the lifestyle aspects to appeal to the selected segments on the messages of health, fitness and competition. This will be approached on an annual basis with a programme of effort but its subsidiary to the development of the Product Portfolio.

HOW WILL WE KNOW IT IS ON TRACK?

Key Performance Indicators:

	Who?	'14	'15	'16	'17
Squash Marketing Director (SMD) on Board and sub-committee assigned	Board	1	1	1	1
Database and CRM system of Contact Details for all coaches	Executive	40	All	All	All
Coach Education Programme and CPD programmes for existing coaches	Coaching Secretary				
National Coach to Mentor new and existing coaches	National Coach				
Number of active squash coaches	Coaching Secretary Executive	53	58	63	70
Number of schools active in 4 provinces playing Squash	Participation Secretary/ Executive	20	25	30	35
Design of initial Products and associated funded programme	Executive and SMD	1			
Squash Development Products in the Portfolio	Executive & SMD		2	3	5
Women In Sport Initiatives in the Portfolio	WIS	1	2	2	2
Promotion of the funded programme to all qualified coaches and all clubs	Executive & SMD	1	1	1	1
Club / Coach Combo applications to the Programme	Executive		5	10	15
Successfully executed programmes	Executive		2	6	10
PR article in national newspaper	SMD/Exec	1	1	1	1
Results of Senior Tour event in National Papers	Executive	9	9	9	9
Unique views of Irish Squash TV Streaming	SMD/Exec	20k	22k	23k	24k

STRATEGIC GOAL 3



To be an NGB that continues to nurture and support Squash players to the highest levels and that provides opportunities for coaching and competition.

Irish Squash has proven success in nurturing; supporting and recognising successful squash players to the highest levels. In the past two years alone the small squash community on the island can proudly claim the following achievements:

- 2 second places in European women's championships
- 1 women in the world's top 10
- 5/6 players in top 10 of European Junior rankings

While some shift in emphasis will be evident by the organisation in working with clubs to attract leisure players and in providing a greater level of membership support services, the commitment by Irish Squash to nurturing the competitive spirit and the practical supports that requires will continue.

Existing structures will remain in place and will be supported through the membership services toolkit which will help those volunteers to streamline their work, avail of technology, group experience and discounts where available.

From the feedback of the consultation process, clubs and members appreciate the work of the volunteers, board and executive in organising the comprehensive calendar of events and do not want to see any dilution of that commitment.

Some areas for further improvement include:

- Co-ordination of the calendar with sufficient advance notice for all concerned
- Clarity on funding and expenditure on this element of the sport
- Improved linkages with varsity competition where there is a vibrant community
- Coaching to highest levels available
- Putting the fun back into some of the competitions - gradual move from age and gender categories in junior competition to the use of standard based competition format

INDIVIDUAL COACHING (ON AND OFF COURT) FOR ELITE PLAYERS

As squad sessions are deemed compulsory and a major part of elite player development some players will receive 1 on 1 sessions from the National Coach. The aim is to provide on and off court guidance to players who compete at the highest level. A program has been identified by the National Coach catering for this. e.g.; diet, lifestyle, education on how to manage finances, travel, etc.



Helping to structure their goals and how best to attain them.

STRENGTHEN THE DEVELOPMENT SQUAD

Up to 10 squads per annum - these will incorporate juniors who have the potential to compete at a high level on the domestic circuit. This squad should feed the National Squad with players for the future. U19 Players have been invited to these squads also.

PSA EVENTS (UK AND EUROPE)

As part of the development of players IS needs to support players travelling to international events. This support stretches beyond the financial into areas such as helping to structure their goals and how best to attain them. Providing support through the National Coach and sharing expertise gathered from other players.

Elite Junior Development

U13-17's

8 national Squads - 24 over 2 days

U19's

3 national Squads - (Number attending - 12 over 1 day)

Development and Elite Summer Camps

Holding 2 one week Camps in UCD Summer 2014\1 elite/1 development

Key Performance Indicators:

	who?	'14	'15	'16	'17
Junior Players ranking in Europe - 1 player ranked in top 15 in each age/sex	Junior Secretary	8	8	8	8
U 15/17/19 teams ranked in top 10	Junior Secretary	3	3	3	3
Senior Women's team ranking in Europe		4	4	10	10
Senior Men's team ranking in Europe		12	10	8	8
Professional Players (Women & Men)		4	5	5	5
Standard based tournaments (min 1 per province)		2	3	4	5

UNDERLYING SUPPORTS



WHAT DO WE MEAN BY THIS?

Strong governance means a board that adheres to the key principles of

- Independence – squash players and non-players
- Geographic diversity – all-island representation not just regional reps
- Demographic balance – gender, age, disability
- Competency based – selection to board based on skills required
- Technical knowledge of sport
- Business skills
- Transparency – clear rules and clear execution of those rules
- Openness – open advertising of vacancies and volunteer positions

In its succession planning the board will adhere to these principles.

An effective executive means an executive that can engage with the strategy and spend time, budget and other resources in proportion to that strategy. In Squash the time of one individual is the single biggest time resource available to the sport and must be spent appropriately reflected in operation plans. The executive will seek an intern to conduct day to day management to free up the individual to execute the strategy.

Effective administrative supports includes ICT and data supports not currently in place. Communications with members, coaches and clubs will be streamlined and made more efficient.

HOW WILL WE KNOW IT IS ON TRACK?

Key Performance Indicators:

	who?	'14	'15	'16	'17
New board members advertised	Executive	2	2	2	2
Succession planning for board	Board				
Intern to support executive in place	Executive	1	1	1	1
CRM and Database solutions in place	Executive	1	1	1	1

FINANCES OF THE GOVERNING BODY

In recent years the NGB of Squash, along with most of its peers, has had to adjust to financial cutbacks. While NGBs operate as not-for-profits, financial stability and a level of financial independence are attractive as they allow for long term planning and investment in the sport and its development.

The financial goal in this strategy period is to generate income from the membership by dramatically increasing affiliation numbers (but not fees) but to plough that income directly back into the membership to assist in their financial sustainability and membership numbers. To kick start this “virtuous circle” this strategy will invest time and effort into building relationships with the club community that will directly benefit their membership numbers and the financial health of the club community.

HOW YOU CAN HELP

Irish Squash welcomes feedback and input from the sporting community. If you have any questions or you wish to engage further with us, please do not hesitate to contact us. We especially welcome hearing from new clubs or reforming clubs.



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APPENDIX 1 – THE MEMBER CLUB TOOLBOX

Sample tools discussed during the consultation process for which there is demand and an offer of supply

Goal	The Tool to do the job - A how to guide...
Membership Retention	<ul style="list-style-type: none"> • Club Nights • Box League • Online booking
Membership Recruitment	<ul style="list-style-type: none"> • Open Night • Approaching schools • Working with LSPs • Marketing and PR advice for local effort
Running Tournaments	Templates for squash activities / events Shared resources and volunteer capacity across regional competitions
Infrastructure	<ul style="list-style-type: none"> • How to maintain courts • Recommended suppliers
Admin and Finance	Sample accounts Breakeven points Business cases for coaches and clubs Policies and procedures Structures and roles to assist in volunteer management Volunteer tasks and task descriptions
Fun Stuff	<ul style="list-style-type: none"> • Video of drills • Games with kids • Social ideas
Case studies of success as inspiration	Success stories of clubs that have improved their finances, increased membership, run coaching programmes, etc.
Housekeeping	<ul style="list-style-type: none"> • Garda Vetting • Anti-Doping • Insurance information

APPENDIX 2 – SAMPLE SQUASH PRODUCTS

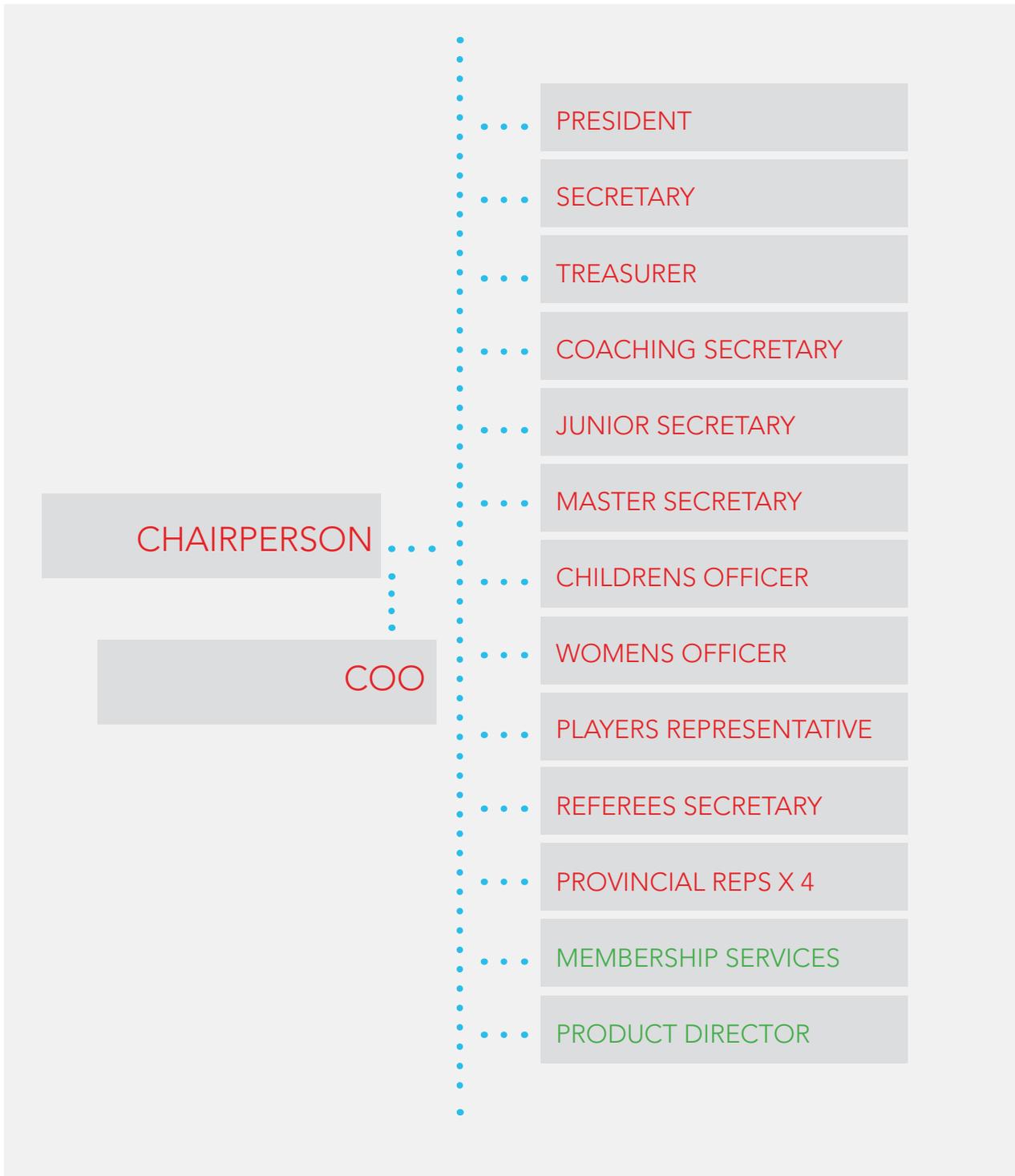
Increase junior population



Opportunity	Need	Segment
Capacity in the afternoons	Increase junior population	After - Schooler Programme – Selected age ranges from local schools
Capacity in the mornings	Increase potential volunteer population and leisure players	School Drop Off Players – parents who are free during the daytime dropping their children at school
Falling numbers in the senior teams – need to get more players for club nights and leagues	Increase the competitive community in the club	Don't Hang Up Your Auld Boots – athletes from other sports who may be giving up competitive play
Keep women in sport	Increase women's participation in squash	Come on Girls – target young/ teenage girls

APPENDIX 3 - PROPOSED BOARD STRUCTURE (END 2014)

New roles shown in GREEN



APPENDIX 4 – ONE PAGE STRATEGY

To be used at board meetings as a monthly report of progress

MISSION

To inspire people to play, enjoy and compete in this healthy and inclusive sport, and to secure the viability of the sport through strengthening the symbiotic relationships among the Squash community.

GOALS

Support the Squash Community

Work with Coaches and Clubs to Sell

Nurture the Competitive Player

DELIVER SUPERIOR EXPERIENCE TO STAKEHOLDERS AND BUILD THE COMMUNITY OF AFFILIATED CLUBS

HOW

Support volunteer community through practical assistance and sharing of knowledge.

Support the network that sells Squash with products, selling tools and financial help.

Continue to execute calendar of events and associated coaching for competitors.

ACTIONS

Volunteer and Club Toolkit

Create products and supporting programme

Continue to execute calendar of events and associated coaching for competitors.

Celebrate success

Build the coach-as-salesperson team that sells squash

Associated coach schedule

INTERNAL

Improve efficiency of communications

Annual Roadshow

Annual Roadshow

Effective governance, executive and administration

