Squash Australia Communication Plan

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I. Introduction

1. Overall Goals of the Squash Australia Communication Plan

- Promote a positive image and improve the profile of Squash Australia to the public, its members, its stakeholders, the media and sponsors.
- Assist in increasing sources of revenue, including government, sponsorship, donations and membership.
- Creating awareness of Squash Australia activities.
- Attracting a bigger audience.

In order to achieve these communications goals, the following considerations were highlighted as important through Squash Australia's consultation with key stakeholders:

1. A clean, professional, consistent and inclusive "look" for Squash Australia.
2. Squash Australia is positioned as THE primary source of information on squash in Australia.
3. A substantial increase in the amount and quality of media coverage of squash.
4. Squash Australia is perceived as an important contributor by squash related organisations (including the World Squash Federation (WSF) and Oceania Squash Federation (OSF)).
5. Squash Australia is a respected leader within the sport community.
6. The successes of Squash Australia state associations are recognised publicly and throughout the squash community.
7. Members feel like they are part of a worthwhile, inclusive organisation – the Australian Squash "family".
8. Squash Australia events are getting a bigger audience and more attention.
9. Introduce squash to various corporations and bring squash to the people.
10. Reach an audience which has had minimal exposure to squash.
11. Action steps were identified, in greater detail for several areas of the plan, which were deemed to be of the highest priority.
12. Educational - Squash Australia will help every child in Australia experience squash through the school curriculum. Squash Australia volunteers and staff will work alongside teachers to help children experience and enjoy squash.
13. Recreational - Squash Australia will promote squash as a key part of a healthy lifestyle that contributes to a positive work/life balance.
14. Sporting - Squash Australia will ensure that everyone with athletic talent reaches their full potential by providing appropriate pathways, funding and coaching. Squash Australia will also provide the competition opportunities and programmes to assist Australian players to compete with distinction on the world stage.
15. The mission of Squash Australia is to be an innovative and highly respectable sports organisation, and the most successful racquet sport in Australia by enabling Australian players, coaches and officials of all ages, cultural background and skill level the opportunity to excel in squash and in life.
16. Squash Australia's goal is growing meaningful and productive participation by developing seamless and effective club services, by enhancing the effectiveness of the organisation via innovative use and adoption of Information and Communications Technology (ICT).

2. Current Situation/Background

Before you map out where you want your communications strategy to take you, you need to find out where you are now. Squash Australia has undertaken 12 months of extensive qualitative and quantitative research in line with the whole of the sport community and various external consultants to position the sport.

The following Communication Plan provides an overview of the Communication.

- Online Strategic Plan 2017 – 2022 brochure
- Online Strategic Plan 2017 – 2022 download
- Detailed strategy document
- Strategic plan flyer

3. Our Stories

Stories help to make seemingly indefinable and intangible organizational values and attributes (such as inclusivity and togetherness) concrete and tangible.

In every organization, there is the big story—the organizational narrative—and the smaller stories that support, reiterate, and personalize the larger narrative. Our organization's narrative is at the core of its values, mission, and actions. Our brand is strengthened when the smaller stories are consistently refreshed and shared. More and more brands are comprehending the power of stories to transform their presence and identity.

Squash Australia have identified 2 major themes or smaller stories, each one contributing to the overarching story that defines our brand. Each theme has layers, this means that each of themes is actually a collection of many stories, and each one contributes to the overarching story that defines the brand.

Squash Australia's overarching story is captured in our mission statement:

> To be an innovative and highly respectable sports organisation by becoming the most successful racquet sport in Australia by enabling Australian Players, Coaches and Officials of all ages, cultural background and skill level the opportunity to excel in squash and in life!

Squash Australia's major themes are:

- Sport for Life
- Iconic Sport

Each theme is layered to include:

Sport for Life:

- Healthiest Sport as reported by Forbes
- Social Inclusion
- Maximise Education
- Cradle to grave
- Close links to education

Iconic Sport:

- World Champions

- Unrivalled medal success at CG
- Iconic stars
- Recognizable as the most successful racquet sport in Australia
- To be a symbol of excellence to which others aspire

Defining the language of our stories:

Sport for life: Squash as a Sport for Life encompasses physical literacy, community engagement, education, long-term athlete development and projects that involve the development of new and innovative resources, with an emphasis on inclusion. Squash can be played at any age. It is easy to learn and there are modified games and equipment to suit every size and skill level. Squash can be played for leisure or as a competitive sport.

Squash recognizes that the community is often the first place where a lot of people will experience physical activity and sport. We endeavour to ensure that these experiences are positive and set the stage for a lifelong relationship with physical activity and Squash in particular. We aspire to connect people to squash in an innovative way.

Squash is a sport that fits with so much of what we know about the sporting and lifestyle needs of modern Australians. But as with all sports, a new rate of change is required to ensure Squash remains relevant and is able to keep up with, and drive, demand

Iconic Sport: Squash has an illustrious modern history in Australian sport- from the early games in the British army barracks in the early 1900's to the regular pennants competitions occurring in modern day facilities.

Australia is arguably the most successful squash country in the world, with a long list of world champions. Heather McKay, Ken Hiscoe, Geoff Hunt, Vicki Cardwell, Steve Bowditch, Rhonda Thorne, Michelle and Rodney Martin, Sarah Fitz-Gerald and Rachael Grinham all became World Squash Champions at senior level and Peter Nance, Chris Robertson, Robyn Lambourne, achieved the same distinction at junior level.

And surely, the future of the game is bright. In 2017 Squash Australia launched a new strategic plan which identified key focus areas aimed at making squash a dominant force in Squash once again.

4. Communication tools

4.1 Squash Australia Website

The Squash Australia website (www.squash.org.au) is the most prominent and most important media tool of Squash Australia. It unifies all other Squash Australia media and it is considered to be the main source of all media work of Squash Australia.

A news item will be posted 5 days a week and on weekends during an event. Photo sizes for the top news are to be a 4:3 ratio. A photo has to be cropped in this size before publishing. The news text

has to be copied in Microsoft text programme and cleaned with a HTML cleaner before editing it in the Squash People CMS system.

4.2 Facebook

Facebook is a social networking system launched in February 2004, and used by Squash Australia since 2009. Squash Australia's Facebook domain is www.facebook.com/SquashAustralia.

4.3 Twitter

Twitter is an online social networking service and microblogging service that enables its users to send and read text-based messages of up to 140 characters, known as "tweets". It was created in 2006 and launched by Squash Australia in May 2012, which now manages three accounts; @Squashoz for all Squash Australia news, @events_sa for event related news and @HpSquashoz for news on our high performance athletes.

Twitter has proved its worth in recent years as a platform for breaking news. The simplicity of the site means that the first thing many people at the scene of a developing news story do is to tweet about it. A few retweets later and the news has spread. This has led to Twitter beating traditional news outlets to a story on many occasions.

4.4 YouTube

YouTube is a video-sharing website, created in February 2005, on which users can upload, view and share videos. Squash Australia launched its official YouTube channel in June 2013, and is available at www.squashaustralia.tv.

The Squash Australia channel will stream major events across Australia allowing free access from across the globe, which will build a fan base that fosters the love of the game and the organisation. The YouTube channel also creates the ability to include sponsorships or short ads within our broadcasts which will bring in money for the organisation.

4.5 Newsletters

Newsletters are a tool to receive a high audience in a comfortable way.

4.6 Media Interaction

For all Squash Australia events, there will be an official media interaction organised by Squash Australia. There is a pre-interaction of media with at least one player and one Squash Australia official. The media interaction will allow for a pro-am with at least one player.

The media interactions are handled and prepared by the Marketing Executive or CEO.

5. Target audience
If you're targeting an external audience - who do you want to get your message across to? Be as specific as possible:

- Who will best help you achieve your goals?
- What do you know about the best ways to reach them?

Target audiences should be described in terms of:

- Current behaviour
- Level of awareness
- Level of knowledge
- Preferred methods for receiving information
- Motivations/barriers to hearing and believing/accepting the information

The more refined the target audience description, the more precise and effective your communication will be. Broad descriptions such as the "general public" are less likely to lead to a successful communications campaign than a tightly defined target. The more thoroughly you understand your target audience(s), the higher the probability of communications success.

Primary Target Audience – these are the key persons/groups you communicate to directly. You can have more than one primary target audience.

Secondary Target Audience – people of less importance who you wish to receive the communications campaign messages, people who will also benefit from hearing the messages or people who influence your target audience now or in the future.

If you're targeting an internal audience (Directors, State Associations) - which individuals, teams or departments do you need to reach within the organisation?

5. Being on Brand

Presenting our organisation correctly is crucial. This means being consistent with our logo, typefaces, slogan, colours and "on-brand" with our key messages and the way we use words and images to the world. All this will combine to communicate the sort of organisation we are – active, passionate and emotional.

When communicating with our fans, audience (especially on social media) this simple checklist can be followed:

- Is my message passionate? Does it really show my enthusiasm?
- Is it optimistic? Is it positive and forward looking?
- Is it inspirational? Will it move someone to take action?
- Does it challenge? Does it confront the issues?
- Is it credible? Will people believe me?
- Is it accountable? Does it demonstrate our honesty and trustworthiness?
- Is it persevering? Does it prove our commitment?
- Is it delivering results? Does it show what we have achieved?

Keep in mind that your message does not need to include all of the above. In other words, your message doesn't need to reflect every single brand value.

6. Evaluating Success/KPI's

Clear, specific, and measurable objectives are the key to the success of any communications strategy. When setting these objectives, whether your communications will be external or internal or both, Squash Australia should:

6.1 External
- Has Squash Australia achieved its objectives (create awareness, inform people, etc.)?
- Did Squash Australia reach the right audience?
- Did Squash Australia use the right tools?

6.2 Internal
- Did Squash Australia reach the right people within the organisation?
- Did they understand what the message was - did they do what had to be done?
- Did Squash Australia use the right tools?

II. Squash Australia Communication areas

1. Events

1.1 Squash Australia Events

Squash Australia events include all tournaments which are organised by Squash Australia.

They are:

Australian Junior Championships (AJC)
Australian Junior Open (AJO)
Australian Squash Tour (consisting of national PSA tournaments)
Australian Open (AO)
Australian Closed (AC)
Oceania Junior Championships (Squash Australia host the OJC every second year and do not own the event)
Australian Doubles (AD)
Australian Closed (AC)
Australian National Graded Championships (NGD)

The events mentioned above are the most important tournaments Squash Australia is organising; therefore, they get special attention in terms of coverage.

Events wording
It is important that Squash Australia Staff, and also Directors, have the same wording when speaking of Squash Australia events. The following wording (as an example) has to be used and is mandatory when speaking about the Squash Australia event. It is the only possible way to mention the event on all official correspondence including coverage.

(Year) 2017 **(Events name)** Australian Open

If there is an official title sponsor, the company's name has to be inserted between Year and Event:

(Year) 2017 **(Sponsor name)** Sponsor **(Events name)** Australian Open

1.1.1 Events Media check list

Squash Australia Senior Tournaments:

	What?	Where?	When?	Who?	Notes
BEFORE THE EVENT	Set-up events page	Events website/YouTube	6 months before	EC	
	Install countdown ticker	Websites	6 months before	EC	
	Contact local host for promotion		6 months before	EC	
	Story on seedings	Websites, FB, TW	Same day	EC	
	Story on draw	Websites, FB, TW	Same day	EC	
	Ticket sales promotion	Websites, FB, TW	4 months before	EC	
DURING THE EVENT	1 daily report	Websites, FB, TW		EC	External
	1 daily photo gallery	FB	Same day	EC	External
	1 daily exclusive photo	Twitter	Same day	EC	External
	Match of the day	YouTube	Same day	EC	
	1 daily press briefing	Squash TV	After matches!	EC	
	2 daily interviews (video)	YouTube	Same day	EC	Demand
AFTER THE EVENT	1 feature interview	Squash TV	After event/Squash TV plan	EC	Later YT
	Update the historical results	Websites	Same day	EC	

EC – Events Coordinator

Squash Australia Junior Tournaments:

	What?	Where?	When?	Who?	Notes
BEFORE THE EVENT	Set-up events page	Events website/YouTube	6 months before	EC	
	Install countdown ticker	Websites	5 months before	EC	
	Contact local host for promotion			EC	
	Story on seedings	Websites, FB, TW	Same day	EC	
	Story on draw	Websites, FB, TW	Same day	EC	
DURING THE EVENT	1 daily report	Websites, FB, TW		EC	External
	1 daily photo gallery	FB	Same day	EC	External
	1 daily exclusive photo	Twitter	Same day	EC	External
	Match of the day	YouTube	Same day	EC	
	2 daily interviews (video)	YouTube	Same day	EC	
AFTER THE EVENT	1 feature interview	Squash TV	After event/Squash TV plan	EC	
	Later YT Update the historical results	Websites	Same day	EC	

1.1.2 Events subpage setup
A typical events page on www.squash.org.au has to look the following:

TOP

- General information with date and venue - photo slider with 4 photos from earlier years - current champion's box - previous host box

MIDDLE

- Squash Australia events logo - logos from local organiser and Member Association in box - events poster and/or events logo - Official Squash Australia events trailer in YouTube box - accommodation box - draws and seedings box

BOTTOM

- Events twitter feed - latest news box (automatic feed) - Squash Australia sponsors box

1.1.3 The three phases of covering Squash Australia events

Before the event
An events poster has to be installed on Squash Australia main website, plus on Squash Australia events page, to create first attention on the specific event. Preferably a countdown ticker can be installed on both the main website plus events subpage.

A general information section on the tournament (including ticket sales, how to get to the hosting city) will be published at least 2 months before the first day of the event.

The contact with the local organiser has to be close. Competitions can be established in consultation with the local organiser. This can include winning a trip to the event; win tickets for the finals day; meet your star, etc.

A news story on the seeding will be published on the website immediately after seeding has been done. A news story on the draw will be published on the website immediately after draw has been conducted. The draw will be streamed live on Squash TV.

A detailed preview story of the event has to be published at least 4 days before the tournament starts.

A general information press release has to be sent to international agencies (Squash Australia press distribution list).

Two weeks before the event starts, it has to be promoted daily on the social media to create attention and excitement to the audience; this can also be with historical information on the event (e.g. "Did you know that in 2002…").

During the event
For most of the Squash Australia events, it is preferable to engage an external journalist for covering the events.

During Squash Australia events, it is expected to have daily reports on Squash Australia website, with only live photos being used. A daily photo gallery has to be published on Facebook. Special highlights (favourites are losing, close matches, injuries, etc.) have to be published live and immediately on social media. This has to be done with a high priority. If Squash Australia has engaged external journalists for covering the event, it is strictly forbidden to use that information for a private use.

The results from the semi-finals stage will be provided to international agencies (Squash Australia press distribution list).

Every news story that is published has to be previewed on social media. Squash TV's broadcast should be visible from the Squash Australia website and on the front page of YouTube.

It is expected to have at least one feature video interview with a player, coach or official and has to be produced daily. This can be done by the external journalist or Squash Australia staff. The material should be used for Squash TV, for the times when there is no streaming activity. The interview should be of a general style so that it can be published weeks later and has no connection to the event itself.

After the event
An interview (written news story) with a player or coach who created special attention during the event has to be published no more than 3 days after the event on the website.

All the tournaments are preferably covered on Squash TV including commentary and live interviews.

1.1.4 Squash Australia events on social media
Social media exclusive content (besides previewing all news stories) of the events has to be created (for more, see Section III - Social media).

Facebook
The particular event has to be announced in a regular way starting one month before the first day of the tournament (e.g. "Only 1 month to go…").

When the arena is prepared, a nice photo (preferably with Squash Australia branding in the photo) has to be published on Facebook to create excitement for the coming event. A daily photo gallery has to be published on Facebook. Sensational incidents (upsets, injuries, etc.) have to be published immediately (preferably including live photos). All published news stories are to be previewed first on Facebook.

Twitter
The particular event has to be announced in a regular way starting one month before the first day of the tournament (e.g. "Only 1 month to go…"). When the arena is prepared a nice photo (preferably with Squash Australia branding in the photo) has to be published on Twitter to create excitement for the coming event.

Special photos are to be used to create attention (and re-tweets) on the event, with at least two interesting photos a day posted on Twitter. Sensational incidents (upsets, injuries, etc.) have to be published immediately (preferably including live photos). All published news stories are to be previewed on Twitter.

YouTube
An events trailer has to be published at least one month before the event starts to create attention. It is expected to publish players' interviews at least once a day.

If there is streaming coverage on Squash TV, at the end of the day, the best match on the streaming court will be uploaded from the server and published on Squash Australia's YouTube channel. This has to be made public via social media, including the YouTube box on the Squash Australia website.

Mobile App
Mobile push to promote the sale of tickets has to be published at least one month before the event. Popup used to promote the event live streaming in the weeks leading up to the event.

Press briefing:
For all Squash Australia events (as listed in 1.1 - Squash Australia Events) a press briefing is foreseen. This press briefing will take place after the draw has been released. It is preferable to stage a press briefing one day before the tournament starts with the biggest stars of the upcoming competition in which at least one player should be available for a pro-am with the press.

The press briefings will be streamed live on Squash TV.

Responsibility: Events Coordinator

Target audience: These events are the most important and the most interesting tournaments in Australia; therefore, the maximum audience has to be reached. The target is to reach all Australian squash players and fans.

Key Message(s):
Squash Australia events are the biggest and most important squash events in Australia.
At Squash Australia events, the top stars of squash are taking part.
The events are well organised and create big attention.
If you did not have the chance to visit it this year, join the event next time because it's amazing.
These events are official Squash Australia events and not events of the organising country/MA's.
Squash Australia is hosting these events.
We want fans to be motivated to visit the events in the future.

1.2 Australian Squash Tour

Circuit wording
It is important that Squash Australia staff, and also Directors and members, have the same wording when speaking of Australian Squash Tour tournaments. The following wording (as an example tournament) has to be used and is mandatory when speaking about Australian Squash Tour tournaments. It is the only possible way to mention the event on all official correspondence including coverage.

(Year) 2017 (**Circuit name**) Mountain District Open

If there is an official title sponsor, the company's name has to be inserted between Year and Event:

(Year) 2017 (**Sponsor name**) Sponsor (**Events name**) Mountain District Open

Coverage
For some of the Circuit events, it is preferable to engage an external journalist for covering the events.

The local tournament organiser must send previews in written form according to the Tour regulations. The incoming reports have to be edited and corrected by the Events Coordinator, and released one day before the tournament starts, at the latest.

Daily written report must be posted on the Squash Australia website, with live photos preferable in addition to the report.

After each Circuit tournament, a player is to be interviewed for the website, to be utilised as a news story. This player should have created special attention at this tournament, and has to be of Australian origin.

Responsibility: Events Coordinator

Key Message(s):
The Australian Squash Tour features some of Australia's best players. The tournament is the biggest squash event of the hosting country. People in the hosting country: Get to the arena and join the action LIVE!

Check list for Tour tournaments to be streamed on Squash TV:

	What?	**Where?**	**When?**	**Who?**	**Notes**
BEFORE THE EVENT	Contact local host for arena setup	(see plan)	3 months before	EC	
	Official trailer	Websites/SM	1 month before	EC	On Squash TV
	Preview story	Websites, FB, TW	Tuesday same week	EC	
DURING THE EVENT	1 daily report	Websites, FB, TW		EC	External
	1 daily photo gallery	FB	Same day	EC	External
	1 daily exclusive photo	Twitter	Same day	EC	External
	Match of the day	YouTube	Same day	EC	
	2 daily interviews (video)	YouTube	Same day	EC	External

1.3 Australian Junior Squash Tour

Australian Junior Squash Tour Wording
It is important that Squash Australia Staff, Directors and members have the same wording when speaking of Australian Junior Squash Tour tournaments. The following wording (as an example tournament) has to be used and is mandatory when speaking about the Australian Junior Squash Tour tournaments. It is the only possible way to mention the event on all official correspondence including coverage.

(Year) 2017 **(Junior Circuit name)** South Adelaide Junior Event

If there is an official title sponsor, the company's name has to be inserted between Year and Event:

(Year) 2017 **(Sponsor name)** Sponsor **(Junior Circuit name)** South Adelaide Junior Event

Coverage
To give the Australian Junior Squash Tour more attention, it is necessary to have at least a report with a summary of the finals. If the information is not coming in by the local organiser; it has to be done by Squash Australia staff. A preview of the event is preferable as well.

Responsibility: Events Coordinator

1.4 Australian Squash Tour Rankings (incl. Junior rankings)

To promote the Squash Australia rankings and to create more attention on it, a summary /wrap up after each Tour update is expected - at least every two months. Furthermore, when the Tour season ends, a final news story has to be published for the Squash Australia website. Preferably a written wrap up at the end of year with intermediate results/rankings as well.

Responsibility: Events Coordinator

1.5 Squash Australia Awards

This event would get special attention on Squash Australia website and social media in the months building up and post event. There has to be a focus on maximising ticket sales for attendance for the event. Especially, if due to the contract with a photographer, social media will be used to create attention on the award nominees via high quality photos.

Responsibility: Events Coordinator and Marketing Executive

Target audience: All squash related persons in Australia.

Key Message(s):
To show the success of the members, clubs and school in a professional manner.

1.6. 2018 Gold Coast Commonwealth Games

This event would get special attention on Squash Australia website and social media in the months building up and post event. There has to be a focus on maximising exposure for our athletes and the sport.

Responsibility: Events Coordinator and Marketing Executive

Target audience: All persons in Australia.

Key Message(s):
To show the success of athletes and raise the profile of the sport.

1.6. 2024 Olympics

This topic will get special attention on Squash Australia website and social media over the course of the year. There has to be a focus on maximising exposure the of the sport and changing the perception of squash as a dying sport in Australia.

Responsibility: Events Coordinator and Marketing Executive

Target audience: All persons in Australia and the Australia Sports Commission.

Key Message(s):
Squash is a thriving and prestigious sport.

2. Administration

2.1 Annual General Meeting

It is important that Squash Australia staff, and also Directors, have the same wording when speaking of the Squash Australia Annual General Meeting. The following wording (as an example) has to be used and is mandatory when speaking about the Squash Australia Annual General Meeting. It is the only possible way to mention the AGM on all official correspondence including coverage.

(Year) 2014 **(Name; three words, only capital letters)** Annual General Meeting

Official Abbreviation: AGM

Coverage

- At the latest, one day after the AGM, a news story has to be published on the website.
- A group photo of the new Board members has to be taken and published on the website and social media to create bigger attention on the Board members. The information on the AGM and the group photo will be sent to all State Associations as a press release to use on State Association websites.
- A video interview with new Directors to introduce them to the audience. This will be published on Squash TV and the Squash Australia YouTube channel.
- Review by Squash Australia President as a video to be used on Squash TV and later on YouTube.
Responsibility: Membership Coordinator

Target audience: State Associations, Officials, and WSF

Key Message(s):

What is Squash Australia doing?
What has been decided?
Who is representing Squash Australia Board?
What was the result of the elections?
Bring the information to the right persons.

2.2 Annual report

Squash Australia is to produce an Annual Report at the conclusion of each year. The report is to reflect the operations of Squash Australia throughout the preceding year.

The report is to be distributed prior to the Squash Australia AGM. Ideally, the report should accompany the AGM documentation. It should be distributed no later than the first Monday in March following the reporting year.

Extra copies can be provided to the members for onward distribution within their States/Territories. The Membership Coordinator is to file a copy of the annual report.

Responsibility: Form of Authorization

Target audience: Personnel/Organizations listed in the distribution list for this manual, Life Members, Top Ten Athletes (Male and Female – on the National Rankings), State Associations, Partners and Sponsors, Report Contributors

Key Message(s):

Squash Australia is committed to honesty and transparency in reporting to stakeholders

2.3 Board meetings

When a board meeting takes place, it will be announced on Facebook and Twitter, including a group photo which will be published on social media during or shortly after the meeting. This is mainly to promote the activities, but also the location which is visited by the Board. Furthermore, Board meetings will be added in the general calendar on the website.

After the Board meeting, a summary with the most important decisions will be published on the website. A draft would be made by the Membership Coordinator and presented to the General Secretary for approval no more than 2 days after the meeting took place.

It is preferable to have 1-2 interviews with Board members on recent issues during the Board meeting to publish on YouTube and Squash TV. The goal is to have at least one interview a year with all Board members.

At the last Board meeting of the year, the Squash Australia President will have a speech like video review of the year with the most important issues of the year. The topics of the review will have to be prepared by the Membership Coordinator beforehand. This will be published first exclusively on Squash TV, and later on the YouTube channel.

Responsibility: Membership Coordinator

Target audience: State Associations, Squash Australia, Officials, Players, Coaches

Key Message(s):

What is Squash Australia doing?
What has been decided?
Bring the information to the right persons.

2.4 Copyright

A copyright owner is entitled to take legal action against a person who infringes copyright. Unless otherwise permitted by the Copyright Act 1968, unauthorised copying of a work in which copyright subsists will infringe the copyright in that work.

Squash Australia employees and contractors are to observe the laws and regulations governing copyright and familiarise themselves with the copyright laws and ensure that they are not breached in any manner during the conduct of their roles.

Copyright protects a number of aspects. The following concern Squash Australia:

- **Written Material**. e.g. reports, rule books, course material and instruction manuals.
- **Computer Programs.** e.g. Tournament software.
- **Compilations.** e.g. databases.
- **Videos.** The visual images and sounds in a video are protected separately from any copyright in works recorded on the video, such as scripts and music.

There is no system of registration for copyright protection in Australia. Work does not need to be published to put a copyright notice on it or to do anything else to be covered by copyright – the protection is free and automatic.

If there is a dispute about who created a copyright work which cannot be resolved by negotiation, it may need to be resolved by a court.

The general rule under the Copyright Act is that the first owner of copyright in a "work" is its creator. "Works" include written material, computer programs and compilation. There are some exceptions to this general rule. These exceptions may be excluded or varied by agreement.

a) **Employees:** where a work is made by a Squash Australia employee or contractor in the course of employment and as part of the employee's/contractor's usual duties, the first owner of copyright will usually be Squash Australia; and

b) **Videos:** the first owner of copyright in a video is usually the person who arranged for it to be made, or the person who paid for it to be made.

Squash Australia has the exclusive right to do certain things with material it has ownership of. This means that anyone who wants to use a Squash Australia copyright material in any of these ways needs Squash Australia's permission. There are different rights for different types of material. Under the law, Squash Australia has the exclusive right to:

- Reproduce the work: including by photocopying, copying by hand, filming, recording, and scanning
- Make the work public for the first time
- Communicate the work to the public (for example, via fax, email, broadcasting, cable or the Internet).

Squash Australia can assign or license its rights. Assigning rights means someone else becomes the owner; licensing means another person can use the copyright material. Assignments and licences can apply to all the rights in the material, or to just one or some of the rights. Squash Australia may also require certain conditions, such as payment or attribution (that is, that their name appear with reproductions of the work), as part of their agreement to assign or license rights. All transactions relating to copyright should be in writing. Assignments and exclusive licences must be in writing and signed by the CEO on behalf of Squash Australia to be fully effective.

Using copyright material in a way which is exclusively controlled by Squash Australia usually requires permission. Failure to get permission will usually be an infringement of copyright. Using part of a work may also infringe copyright, if that part is important to the work – it does not need to be a large part.

2.4.1 Other organisation's logos

Logos are the copyright property of the owner. When using logos approval must be gained from the owner.

Squash Australia is not to use any other organisation's logo without the prior approval of that organisation. To use other organisation's logos in/on Squash Australia material can only be approved by the CEO.

2.4.2 Authorised logos

- Squash Australia Logo
- OZ Squash Logo
- Squash Matrix.Com Logo
- Australian Open
- Australian Junior Squash Tour
- Australian Squash Tour
- Squash Australia Events Logo
- Squash Australia High Performance Logo
- Australian Junior Championships
- Australian Closed
- Australian Junior Open
- Squash Australia Foundation

Use of the following logos on non-Squash Australia material can only be approved by the CEO. Approval to use any of the above logos must be gained prior to use. Squash Australia logos are automatically approved for use as per any regulation or policy document (e.g. Australian Junior Championships) where specific use of the logo is directed.

3. Development

3.1 State Projects

If Squash Australia staff (preferably the Marketing Executive) is at the location, at least 1 video interview with a participant (player, coach, instructors) is expected. This would be published on Squash TV and Squash Australia's YouTube channel during the course.

After the event, a summary in written form is expected. This has to be published no more than 2 days after the event. It is expected photos, including a group photo which can be used for website, social media and the Squash Australia magazine will be taken at the event.

Responsibility: Marketing Executive (with assistance/ main input from Events Coordinator)

Key Message(s):

Motivate State Associations to join
Squash Australia are supporting State Associations

3.2 Coach Education courses/Instructor courses

If Squash Australia staff (preferably the Education Coordinator) is at the location, at least 1 video interview with a participant (player, coach and instructors) is expected. This would be published on Squash TV and Squash Australia's YouTube channel during the course.

After the event, a summary in written form is expected. This has to be published no more than 2 days after the event concludes. It is expected photos, including a group photo which can be used for website, social media and the Squash Australia magazine will be taken at the event.

Responsibility: Marketing Executive (with assistance/ main input from Education Coordinator)

Key Message(s):

Motivate State Associations and persons to join

3.3 Squash Australia Talent Identification Camp

Events wording

It is important that Squash Australia staff, and also Directors, have the same wording when speaking of the Squash Australia Talent Identification Camp. The following wording has to be used and is mandatory when speaking about the Squash Australia Talent Identification Camp:

(State abbreviation) Squash Australia **(two words, only capital letters)** Talent Identification Camp

Official Abbreviation: ID

Coverage

Before: As soon as the location is allocated, a news story has to be published on the website. When the entry deadline has passed, a new story with all relevant information on the participants (players, coaches, staff) has to be published on the website (including social media).

During: A daily report with quotes from the participants (players, coaches) is expected. This would be published on the Squash Australia website. A daily photo gallery on Facebook is expected to catch the emotions and atmosphere of the Camp.

At least 1 daily video interview with a participant (player, coach) is expected. This would be published on Squash TV, and furthermore on Squash Australia's YouTube channel.

After: A summary in written form (news story) is expected. This has to be published no later than two days after the event has finished. A final photo gallery with the best shots can be considered.

A documentary can be considered if a TV crew can be engaged for a reasonable price.

Responsibility: High Performance Manager (with assistance/ main input from Marketing Executive)

Target audience: With good publicity on the Squash Australia Summer School, we can reach not only the participants but also their parents, grandparents, local coaches, clubs, districts and of course the Member Associations. This has to be published via Member Associations beforehand to create the biggest possible audience.

Key Message(s):

Squash Australia Talent ID Camp is a young and cool "thing".
Squash Australia Talent ID Camp is fun and not hard squash.
Squash Australia Talent ID Camps features top coaches all over the world.
Squash Australia is taking efforts to arrange Talent ID Camps.
Squash Australia is investing in the future.

3.4 Squash Australia Coaches Workshop

Events wording

It is important that Squash Australia staff but also Directors have the same wording when speaking of the Squash Australia Coaches Workshops. The following wording (as an example year) has to be used and is mandatory when speaking about the Squash Australia Coaches Workshops:

(Year) 2015 **(State abbreviation)** Squash Australia **(capital letters, small letter: and)**

Official Abbreviation: CW

Coverage

Before: When the location and date of the Coaches Workshop is decided, a news story has to be published to inform possible participants. As soon as the speaker and programme is finalised, a news story has to be published to create attention and attract officials to take part. If there is an absolute highlight (speaker), an extra news story can be foreseen. A week before the entry deadline, a reminder news story has to be published on the website and social media.

When the entry deadline has passed, a news story with information on the participants and programme has to be published.

During: At least 2 video interviews with participants or speakers are expected. This would be published on Squash TV and Squash Australia's YouTube channel.

After: A summary (preferably with quotes) in written form is expected, no more than 2 days after the Coaches Workshop has finished. A photo gallery can be published on Facebook.

Responsibility: Education Coordinator (with assistance from Marketing Executive)

Target audience: State Associations, Officials, Coaches

Key Message(s):

Interesting topics and programme top speakers with high competence

The events are well organised

Squash Australia is bringing expertise to the Member Association's freedom and promoting good cooperation in Australia between coaches

4. Magazine

The magazine will be published 3 times a year. It features all Squash Australia news, Squash Australia Tour events and exceptional results by Australians on a world stage level with exclusive content.

This exclusive content includes interviews, portraits and photos, equipment guides and tournament reviews.

The issues have to be published in the following period:

1 Issue – Q1 or Q2 event
2 Issue - AGM

Responsibility: Marketing Executive

Target audience: All things squash related in Australia. No restrictions.

Key Message(s):

Exclusive and up to date coverage of events and players across Australia.
There is a lot happening in squash in Australia.
Squash is a great sport to get involved in.
Something for everyone!

5. Newsletter

The general newsletters (html) in Squash Australia branded design will be sent every month via email. The newsletters include all relevant information, what happened during the week and also gives a preview of what would happen at the weekend (tournaments). To receive the newsletters, you can subscribe on the website.

- Newsletter for Centres
- Newsletter for General information
- Newsletter for Juniors

Responsibility: Membership Coordinator

Target audience: People who are not regularly visiting the Squash Australia website must be directly reached to give them access to the latest information.

Key Message(s):

A lot of squash activities in Australia are taking place.

6. Streaming channel Squash TV

The host of the streaming tournament has to be contacted at least 2 months before the event starts. A check list will be sent to hosts one month before the first day of the tournament to prepare the technical and logistical issues. Also, the arena set-up has to be created as TV friendly as possible.

This includes suggestions for:

- Carpets
- A-boards
- Flags, banners
- Lights
- Gaps between TV court and other courts
- Interview lounge with backdrop

The matches which will be shown on Squash TV are picked the day before. Only high-quality matches will be picked. The focus would be on the men's singles, men's doubles and women's singles categories. Since the first match, interviews with players, coaches or officials will be covered as well.

On the finals day, all finals will be transmitted. From the semi-finals, the matches are shown with live commentary.

Responsibility: Events Coordinator

Target audience: All squash-related persons in Australia

Key Message(s):

Squash Australia events are high quality events and fantastic to watch**.**

III. Social media

1. General use of social media
(More details how to handle social media are published in the specific events)

Most of us probably use social media without even thinking what it actually is. Social media is a form of interactive media by which users can communicate with each other through posts, content, photos, and videos. Message boards, forums, blogs, and YouTube are all forms of social media. Social media is content we make and share together. (Source: Wikipedia)

General Responsibility: Marketing Executive

1.1 Facebook

All Squash Australia activities (including Sports, Administration and Development) are covered by Facebook. The goal is to have at least one post per day.

A new cover (title) photo according to the current highlights will be published once a week, only high resolution photos are used.

The main goal is to use Facebook more interactively with the aim to involve the fans/audience by asking questions, create discussion, comments, polls. This can also include competitions (e.g. who is the biggest squash fan? let them send in photos, and photos with their stars etc.); let the audience be a part of the Squash Australia Facebook page.

Responsibility: Marketing Executive

Target audience: Younger generation

Key Message(s):

Squash Australia wants to interact with and understand its audience.

Evaluating Success/KPI's:

- To reach 3000 fans by December 2017
- To reach 4000 fans by December 2018
- To reach 5200 fans by December 2019

1.2 Twitter

Re-tweets are only allowed from Australian top players or State Associations which have squash related content. Re-tweets with private content are strictly forbidden.   The goal is to have at least one post per day.

Responsibility: Marketing Executive

Target audience: Younger generation

Key Message(s):

Exclusive content, hot news! First source of Australian squash is Squash Australia Twitter "We have the information first".

Evaluating Success/KPI's:

- To reach 1400 followers by December 2017
- To reach 1700 followers by December 2018
- To reach 2000 followers by December 2019

1.3 YouTube

The Squash Australia YouTube channel is used for publishing selected Squash TV matches ("Match of the Day"), player's interviews and special features (portraits, etc.), monthly CEO updates, workforce training videos, education videos on Australian squash.

- Athlete profiles - building a bank of profiles that can be rolled out on social media/website to get audiences to know more about the players. Not just bio information but the 'story behind the story' with the athletes
- #ThrowbackThursday - look at archive images that can be rolled out weekly to promote the sport from years gone by
- Friday Fast Facts - 'Did you know' segment that can be about a player, about the game itself or about an event. It's an opportunity educate new people to the sport as well as engage existing followers
- Other major event milestones - such as Gold Coast Commonwealth Games 1 year to go, World Championships 1 month to go, other holidays like Valentine's Day/Easter/Mother's Day/Christmas/Australia Day etc. Opportunities to thank people, recognise a holiday, send a message from Squash Australia to followers

- Birthdays - player birthdays are a great way to thank our high-performance athletes and again profile the athletes
- Behind the Scenes content - take fans behind the scenes of training camps, major events - showcase the sport from a different angle
- Sponsors content - what are your sponsors promoting? Is it content that will connect with our fans?

Responsibility: Marketing Executive

Target audience: Younger generation

Key Message(s):

Squash is alive and well.
Squash is fun to watch and play.

Evaluating Success/KPI's:

- To reach 800 registered subscribers by December 2017
- To reach 1000 registered subscribers by December 2018
- To reach 1500 registered subscribers by December 2019

1.4 LinkedIn

It allows regrouping of all squash coaches and staff. Squash Australia LinkedIn creates a huge database of squash staff. LinkedIn will have at least 1 new post each month, focusing on high-level content and job announcements.

Responsibility: Marketing Executive

Target audience: All generation

Key Message(s): Improve the communication between each State and between coaches and staff.

1.5 Instagram

The Squash Australia Instagram account is used to show what you do in a creative way and connect with a younger audience. Instagram will strive for one post per week.

Responsible: Marketing Executive

Target Audience: Younger generation

Evaluating Success/KPI's:

- To reach 870 followers by December 2017
- To reach 1000 followers by December 2018
- To reach 1500 followers by December 2019