

A Call to Action

The Twenty Point Plan

Our leadership will change the perception of the sport, engage the community and pioneer a vibrant culture that will bring more people into and back to squash and racquetball

A small sport which is challenged by complex and diverse issues – a background

The Squash Rackets Association of SA Inc. (SRASA) is a not for profit community organisation, which trades two registered business entities - Squash SA (includes Racquetball SA) and the Southern Bar, Gaming, Bistro.

The Southern, is a licenced club venue and is the major asset owned by the Association. It has operated successfully as a bar, gaming and bistro venue since the mid 1990's. The financial success of the Southern, has largely been driven by the entitlement and operation of 40 gaming machines, however with gaming revenue in South Australia in decline this return is diminishing.

As the financial future of Squash SA is inextricably linked to the effective operations of the commercial entity, the Southern, it is essential that the Association undertakes strategies to improve the return on this investment and continues to review commercial diversification and options according to legislative and market conditions.

Australia's changing demographics are impacting negatively on all but a small minority of high profile sports that dominate the sporting landscape. Over the years, the commercial viability of squash venues has been jeopardised by a gradual decline in competition numbers and a failure to adapt business models to meet community needs. Nationally, Squash in Australia has failed to keep pace with other countries who have improved elite performance by investing in participation and development programs, high quality facilities and high profile events.

Measurement of outcomes in SRASAs previous strategic plans has been severely hampered by imprecise metrics as well as a lack of base level data and inadequate data collection processes, leading to a lack of clarity about whether strategies are working or not.

The structural delivery of squash and racquetball in South Australia remains hampered by factional groups based on geography or function, that lack the cohesion, resources and oversight to implement coordinate successful participation and marketing programs on a state-wide scale, thereby compromising overall outcomes for both sports.

What is the Squash Rackets Association of SA?

The Squash Rackets Association of SA is charged with the unique role of generating revenue capacity of the licensed venue and balancing the state wide promotion and development priorities of squash and racquetball.

How does the Southern, Bar Gaming Bistro support sport?

The Southern is a licenced venue that provides quality hospitality services to members and the wider community. The Southern operates as a profitable commercial entity with an annual \$2M turnover, providing underpinning financial support for the Association.

The venues operating profits are dispersed to support broad community benefit including facility and infrastructure development, local, state and international events, health and social wellbeing programs, sport and community service groups

How does Squash SA serve its members?

It is still the case that the majority of social, casual and competitive squash and racquetball is played at privately owned metropolitan centres. Squash SA is a State Sporting Organisation that develops and delivers state wide squash and racquetball products and services to a membership that includes grass roots participants through to elite professional players.

As the peak sporting body, Squash SA works towards developing and supporting the membership of the sports of Squash and Racquetball through:

- Building partnerships with groups that have a like-minded agenda for sustainable clubs, new venues, quality places to play
- Bringing more people into squash and racquetball
- Communicate and share information with the Community
- Constantly market and promote the benefits of the sports
- Identify creative events /competition formats that attract new markets and increased participation
- Deliver quality accredited training and professional / skill development for players, coaches, and officials

Organisational Excellence

The Board has set a clear long-term vision for SRASA in a multifaceted approach that spreads the risk, optimises and provides solid fundamentals that will deliver both commercial and participation dividends.

Commercial - protect investment and financial return from the Southern. Engage expertise to improve the operations over the next three years prior and review pending government changes to legislation.

Participation – improve the health of the sport through a grass roots focus and future sustainability

This is best summarised by this **Pyramid of Strategic Priorities**, where organisational excellence underpins five critical areas for improvement. This demonstrates where time, resources and priorities will be spent.



Our Vision

Squash and Racquetball are flourishing participant sports for people of all ages in South Australia.

Our Values

- Act with integrity and respect
- Embrace quality and excellence
- Act in the best interest of squash and racquetball
- Be transparent and collaborative
- Provide a safe and secure environment for all stakeholders
- Uphold the highest professional standards and ethics

Our Purpose

To secure, grow, administer and showcase the sports of squash and racquetball.

Key Objectives

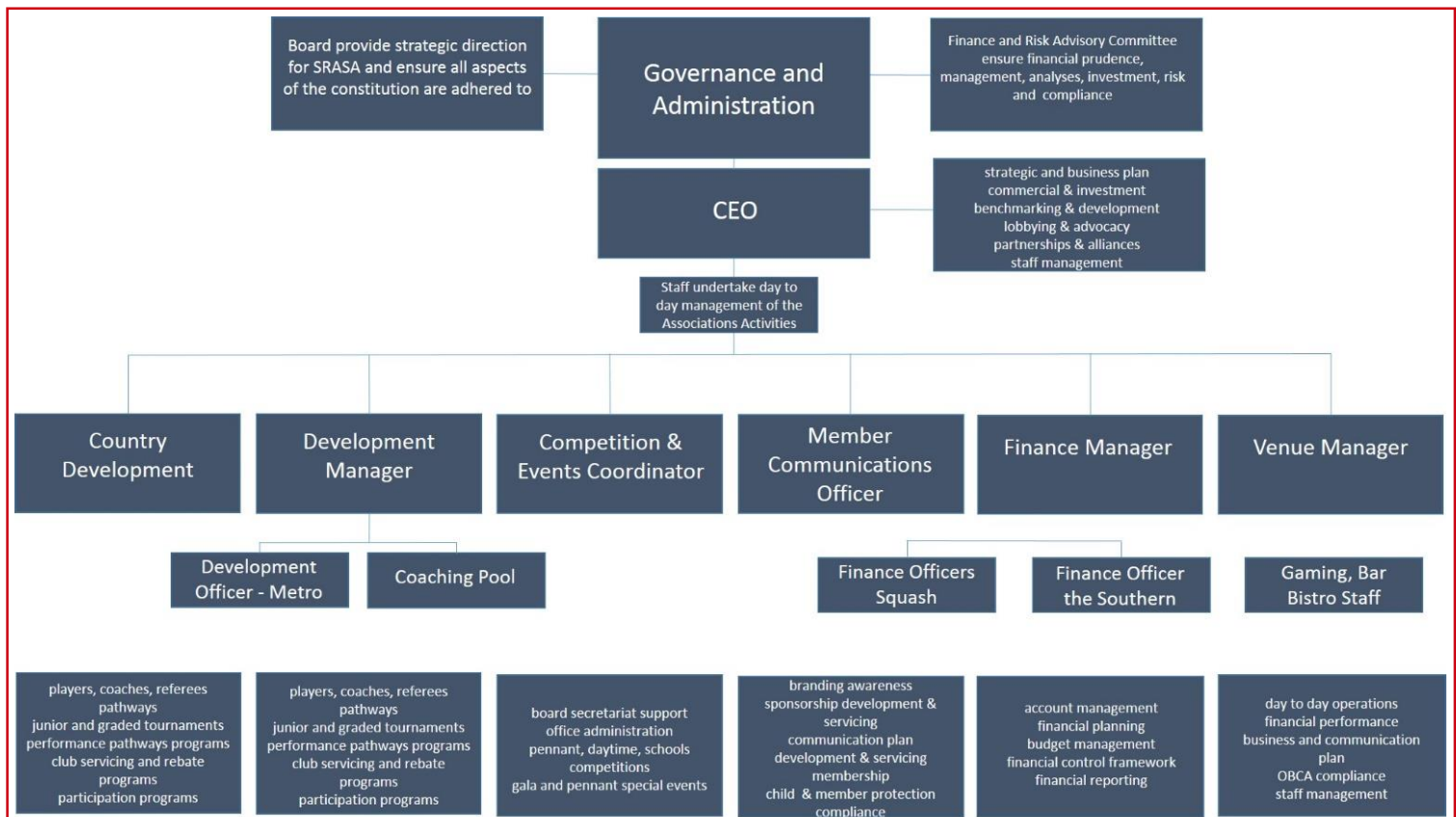
- Provide clear direction to affiliated clubs/venues
- Provide assistance and support to clubs/venues that support our vision
- Encourage clubs/venues to provide quality facilities to play squash and racquetball
- Initiate opportunities for increased participation
- Manage and grow assets to maximise the return for the benefit of squash and racquetball
- Facilitate pathways for players, coaches and officials to reach their potential.

Get Moving.

Play Squash.

Get Moving.

Play Racquetball.



Key Strategic Focus Area	Long-term objective What are we trying to achieve	Strategy How will we do it
Organisational Excellence Governance, Management, Administration, Commercial, Investments	To provide outstanding leadership and management. To grow all aspects of the organisation including increased commercial return and the capacity to invest in the sports so that they are in a better position at the end of the Plan than they were at the beginning.	1. Ensure best practice, governance and management, systems and structures 2. Advocate for and attract funding 3. Investigate diversification of commercial investments 4. To undertake a Constitutional review
Club and Venue Development Sustainable clubs, new venues	To ensure the SA community has access to a wide range and mix of welcoming venues and quality services that will attract, engage and immerse people in the games of squash and racquetball	5. To provide sustainable clubs with support to grow in strength and stature 6. To establish new opportunities to partner with local government in multiuse sporting hubs 7. Build a squash, fitness, bar and bistro at Tonsley Park 8. Adopt a state-wide facilities framework. 9. To develop a service delivery agreement with chosen venues to achieve mutual objectives.
Participation Growing squash and racquetball	To grow participation by developing a suite of innovative, inclusive programs that bring people into and back to squash and racquetball	10. To capture the interest of students through racquetball and squash 11. Investigate a new program 12. Introduce incentives for venues to gather and pass on social / in-house player participation information
Pathways Players, Coaches, officials	To grow the game from initial player engagement through to performance on the international stage. To support and deliver progressive pathways for the development of players, coaches and officials.	13. To improve the quality of junior players 14. Restructure and promote a clear development pathway for all abilities and categories 15. Provide regular development workshops 16. Provide appropriate training or competition for each distinct category
Events Strong Competitions	To identify creative events and competition formats that will attract new markets and increase participation	17. Develop innovative and varied tournaments for squash and racquetball 18. Establish a strategy to attract corporate and business professionals 19. Establish (north, south, east and west) in-house competitions
Communication Building Profile, staying informed	To ensure Squash SA is a prominent, modern, progressive, professional organisation able to attract market interest, media attention and funding partners	20. Develop effective marketing and communication strategies, incorporating website, social media, direct mail and other
The Southern		21. Develop and implement a Business Plan for the Southern that builds capacity.