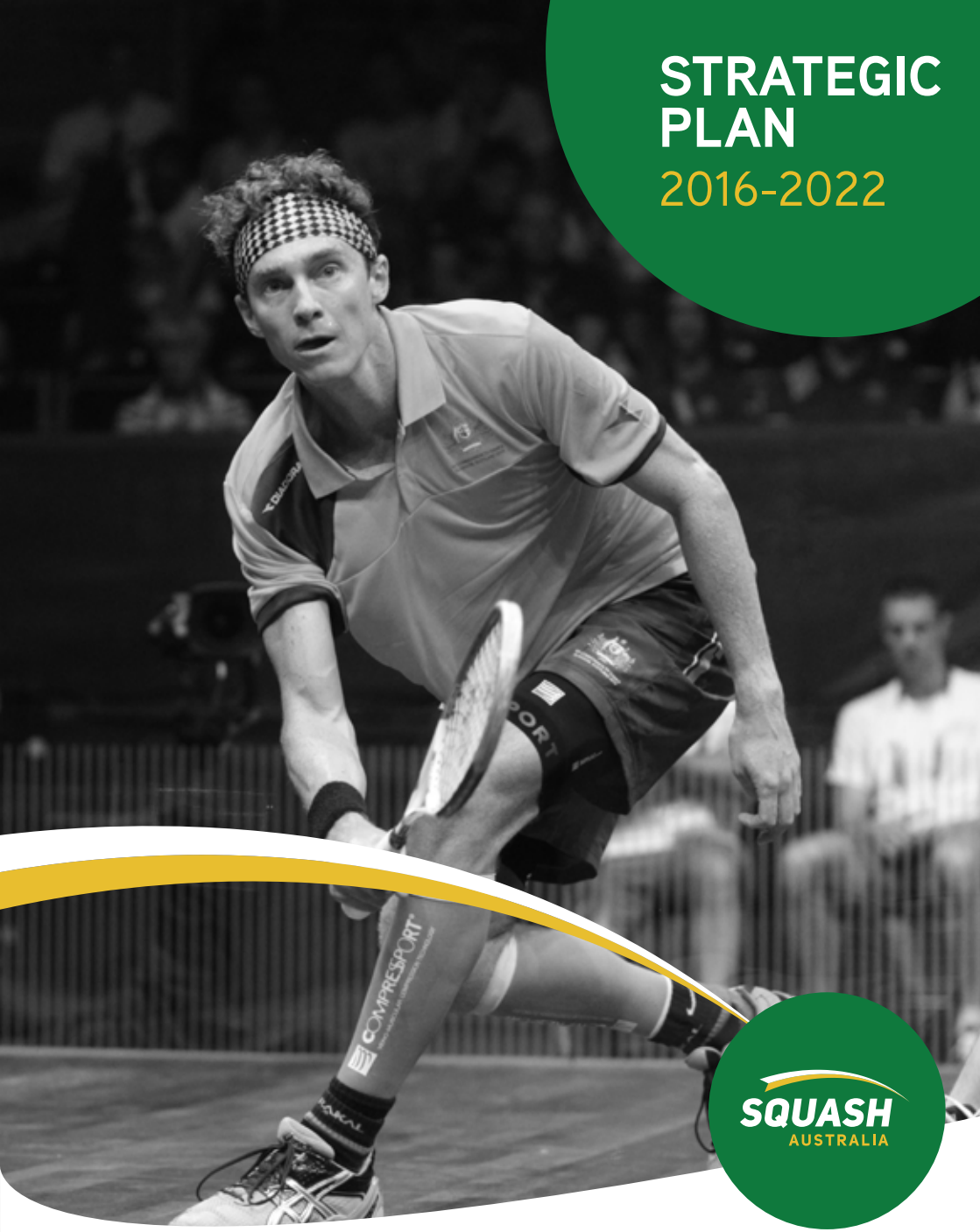
STRATEGIC PLAN
2016-2022



SQUASH AUSTRALIA

AIS

COMMONWEALTH GAMES AUSTRALIA

SPORTING Schools

DUNLOP SPORT

ASHAWAY

VICTOR





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COMPRESSPORT

CEO'S MESSAGE



The launch of the 2016- 2022 Squash Australia Strategic Plan is an essential document for the development of the Game in Australia. The sport is going through some difficult challenges globally and it is essential that we evolve the organisation in Australia to meet those challenges head on, and place Australia back at the top of medal table on the world stage.

The new structure of the organisation, with work streams aligned to the main areas of the strategic plan supported by 28 volunteers in specific working groups with expert knowledge from throughout the squash community.

Squash Australia needs to enable better service for squash players of all levels and backgrounds from across Australia. Having the right support staff in place will ensure this will happen.

One of the growing challenges is the financial pressure placed on the organisation due to declining affiliation income and just short of $1 million funding reduction by the AIS over the past 4 years. This is a significant challenge for any sport or organisation to tackle. We need to make every dollar count.

Due to these challenges, it is essential that the sport is aligned to ensure we maximise efficiencies within the system. We recognise the great work that Squash Centres and State Associations do on the ground, so our products need to enable them to get more people on court, more often and for longer.

The working groups are a great example of this alignment utilising the incredible knowledge and experience we have within the Australian squash community.

Despite the funding situation, this is an exciting period for Squash in Australia with the World Doubles Championships in Darwin in August 2016 and the Commonwealth Games in April 2018.

I thank you in advance for your support and contribution to the sport.



SQUASH AUSTRALIA'S VISION

Education – We will help children in Australia experience Squash through the school curriculum. Our volunteers and staff will work alongside teachers to help children experience and enjoy squash.

Recreational – We will promote squash as a key part of a healthy lifestyle that contributes to a positive work/life balance.

Sporting – We will ensure that everyone with athletic talent reaches their full potential by providing the appropriate pathways, funding and coaching. We will also provide the competition opportunities and programmes to assist Australian players compete with distinction on the world stage.

& MISSION

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!



GOALS

- Squash will be a thriving participant sport for all Australians
- Provide an excellent member experience
- Run world class events for all members
- Stop the decline of Squash courts, by making facilities attractive, enticing, professionally operated and financially sustainable
- Win medals that matter for Australia
- Squash personnel will be competent to deliver the sport through an underpinning professional development programme
- Squash Australia will have the network required to influence key decisions in its favour
- Squash will enhance its profile, through media and new technologies
- Squash will be well administered and focused on local delivery through a shared Australia wide vision

VALUES

- Togetherness: working together to make Squash Australia's No.1 racquet sport!
- Belief: ambitious, creating the future for the sport.
- Inclusive: include all of society.
- Passionate: committed beliefs in the success of the sport.
- Innovative: embracing change.
- Clear: communicating effectively.
- Transparent: ensuring a level playing field.



WHO NEEDS HELP?

HIGH PERFORMANCE



COACHES

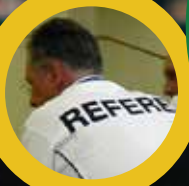


SCHOOLS



SQUASH AUSTRALIA

VOLUNTEERS



CLUB PLAYERS





MASTERS



DISABILITES

KEY STRATEGIES

STRATEGY 1 Participation

STRATEGY 2 Membership

STRATEGY 3 Events

STRATEGY 4 Facilities

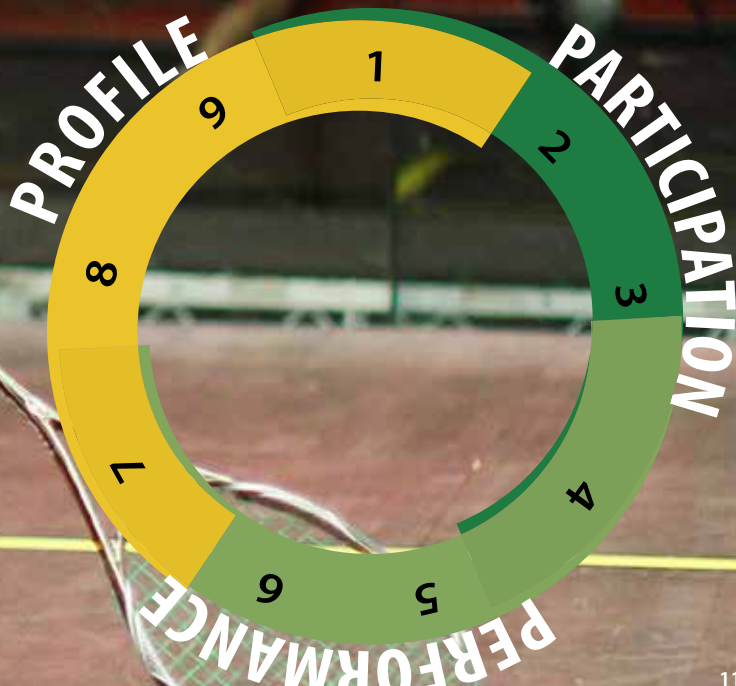
STRATEGY 5 Performance

STRATEGY 6 Education

STRATEGY 7 Influence

STRATEGY 8 Profile

STRATEGY 9 Leadership Excellence



KEY STRATEGIES OF 2016-2022

STRATEGY I: PARTICIPATION

GOAL: Squash will be a thriving participant sport for all Australians

1. **Improve member engagement and registration**
   - Encourage the national use of member customer relationship management that can integrate as part of the IT Strategy
2. **Research the squash market, understand key segments and match with the appropriate participation product**
   - Research the Participation area and develop a four year participation plan
   - Undertake market research to establish the key segments and demographic that would most benefit from exposure to squash
   - Develop 5 key products/programmes to target e.g. Oz Squash the education environment
3. **Align the sports participation strategy with the education system**
   - Clearly map the Education environment in Universities and Schools, and monitor delivery of programmes in the sector
   - Refresh the Schools programme resources
   - Review Education linked competition programmes and create the appropriate competition structures to support participation programmes
4. **Development of the Squash Australia workforce**
   - Establish an eLearning portal for the development of the squash workforce



STRATEGY II: MEMBERSHIP
GOAL: Provide a best in class player experience

1. **Increase the value of being a member of Squash Australia**
   - Develop a member's benefits package
   - Improve communication channels to the squash community
   - Develop the segmented communication capability in partnership with the States
2. **Develop seamless and effective club service by enhancing the area via the innovative adoption of Information and Communications Technology (ICT)**
   - Establish an IT Strategy until 2022, encompassing all ICT requirements
   - Develop a Court/Coach/Programme finder function, as part of the Squash Australia website
   - Develop a customer satisfaction survey to establish player's satisfaction of services



KEY STRATEGIES OF 2016-2022

STRATEGY III: EVENTS

GOAL: Run world class events for all members

1. **Develop a world class events capability**
   - Successfully secure the World Doubles Championships in 2016 and 2018 in the build up to the 2018 Commonwealth Games
   - Employ an events coordinator and develop an events working group
   - Develop a four year events plan
2. **Develop an Australian PSA Tour Circuit to the benefit of Australian players**
   - Establish an Australian PSA Circuit of events
   - Work with the States to ensure player numbers are increasing in the Australian competition structure
   - Establish events – marketing and fundraising guidelines to help ensure Australian events are sustainable
3. **Ensure there are strong domestic event structures in place for players of all levels**
   - Develop a national grading system for Squash Australia players
   - Develop a National competition series for each grade of player
   - Develop an automated ranking system
4. **Ensure there are enough referees and trained workforce regionally to support the event structure**
   - Develop a four year referee plan
   - Assist states organisations to increase overall referee numbers
   - Develop a training plan for developing the number of referees within each state/territory
   - Develop content for the referee section of the eLearning resource to grow a strong grassroots referee base

STRATEGY IV: SQUASH FACILITIES

GOAL: Squash facilities will be attractive, enticing, professionally operated and financially sustainable

1. **Complete an audit of facilities across Australia documenting facility details and owners, promote their existence and maximise their usage**
   - Establish the number of individual centre courts, franchise/chain, educational facilities, public owned facilities and increase the total number of courts in Australia
2. **Develop a 4 year facilities plan to include information pieces about building, maintenance, standards and managing squash venues**
   - Develop a four year facilities plan
   - Establish a focus group to help create innovative ideas for development of Squash facilities
   - Produce a best practice guide for centre operators around marketing their centre
3. **Centre operator programmes - develop products to help the delivery of the sport i.e. finance, signage, programs, and IT mechanisms**
   - With the States, create a centre operator programme and associated information and benefits to help their business
   - Develop marketing packages for affiliated centres e.g. posters and programme linked materials
   - Use technology to increase the benefits of association of squash centres to Squash Australia
4. **Develop a business packages to facilitate the construction of new squash centres**
   - Establish documentation for the building of new squash courts with a focus on multi-sport courts/halls
   - In partnership with the States, work to establish a business plan for the successful running of a squash facility
   - Work with the States to establish a court owner's network for shared learning and document centres across Australia

KEY STRATEGIES OF 2016-2022

STRATEGY V: HIGH PERFORMANCE
GOAL: Win medals that matter for Australia

1. **Develop a world class daily training environment**
   - Employ a world class performance team
   - Employ a high performance manager and high performance coach
   - Develop a high performance strategy document
   - Open a national training centre with daily monitored training
   - Establish suitable overseas training bases to support programme
   - Provide access to world class support services
2. **Develop a 'Winning Edge' performance group targeting world class medal success**
   - Develop criteria for entry and retention to the 'Winning Edge' Squad
   - Provide coaching, administrative and financial support to players to allow them to achieve world class success
   - Establish the process of annual performance review with player and stakeholders involved e.g. parents, personal coach
   - Complete 360 degree reviews of players twice a year
3. **Establish a world class high performance coach environment**
   - Develop a high performance coaching system pathway document in partnership with State Associations document to help navigation through the coaching system
   - Implement state of the art coach education system
   - Develop a coach leadership programme in partnership with the AIS
   - Create a coaching bursary for coaches within the system to help develop and support them
   - Develop a national junior coaching team
   - Review quality control mechanism
   - Recruit Coach Education Officer

4. **Develop a world class support services environment**

   - Complete national squash criteria's and benchmarks for all age groups with minimum competition and fitness requirements, along with player/coach contracts
   - Create annual support services passport plan for the National Junior Squads
   - Develop centralised camps as part of annual plan
   - Run twice yearly parent forums

5. **Establish a high performance working group of experts**

   - Develop a high performance working group
   - Review why Squash Australia have not retained or attracted the best high performance staff
   - Review what is needed to deliver successful high performance programme
   - Establish clear succession plan and identify relevant personnel for positions

6. **Develop a clear talent identification system to ensure long term success in our high performance programme**

   - Establish links with high performance centres abroad to benefit Australian players
   - Define criteria to establish Academies as centres of excellence throughout all States
   - Develop a talent identification system throughout Australia in cooperation with the States
   - Review current pathways within our national squad structure to develop the ideal high performance structure for squash

KEY STRATEGIES OF 2016-2022

7. Review current testing and knowledge protocols

- Establish testing protocols and their associated rationale to identify squash talent
- Analyse biomechanical/performance data to map out pathway to international success
- Establish a link with an education establishment to develop testing protocols for squash
- Establish a link with an education establishment to do research in the biomechanical movement of squash
- Utilise science and medicine to provide practical solutions to high performance problems Squash Australia experiences at an international level

8. Develop major events preparation plans

- Identify major high performance events and training camps over a four year cycle
- Ensure tournament plans match the individual's needs
- Events calendar that provides clear guidance on programme, equipment to be used and key venues to be used and the timing of each event

9. Review court availability

- Access to more glass courts with various tin heights
- Develop a plan for what types of courts are required from a performance perspective, match with current court availability and make a facilities plan
- Establish the requirements for high performance players, coaches and support staff
- Review current doubles court availability

STRATEGY VI: EDUCATION

GOAL: Squash personnel will be valued, trained and competent to deliver the sport

1. **Develop the coach education framework to ensure all resources are complete**
   - Complete the foundation coach award
   - Complete the club development award
   - Complete the talent development coach award and activate
   - Complete the performance development coach award and activate
   - Complete the high performance coach award
2. **Promote knowledge of the rules across the general squash community**
   - Provide content for the referee section of the eLearning system and ensure all club teams have a member of the team that has a valid club level referee course award
   - Establish a coach register for communication purposes
   - Run a national coaches conference and encourage states coaches conferences
3. **Develop links to maximise research opportunities**
   - Research and establish a documented list of research institutions and contacts
   - Activate research leads across an array of opportunities

KEY STRATEGIES OF 2016-2022

STRATEGY VII: INFLUENCE

GOAL: Squash Australia will have the network required to influence key decisions

1. **Develop a plan to maximise Australia's influence across organisations that can have a positive impact for the sport**
   - International bodies
   - National bodies
   - Other groups
2. **Develop an integrated plan with state partners across community sport**
   - State government
   - Local Government
   - Educational environment
3. **Develop an ambassador programme of squash linked stakeholders with national profile**
   - Find a mutually beneficial national charity to work with
   - Develop an exit pathway for performance players in transition from full time career in cooperation with the States
   - Establish a formal network of official Squash Australia ambassadors from within and outside the sport



STRATEGY VIII: PROFILE

GOAL: Squash will enhance its profile through media and new technologies

1. **Maximise new media and social media to enhance promotion and communication**
   - Develop a new website
   - Establish a Squashaustralia.tv streaming channel for digital content
   - Establish Twitter accounts by function and cross communicate
2. **Develop a Squash Australia communications plan**
   - Develop a communication plan in partnership with the States
   - Develop an advisory group to support innovation in the area
3. **Develop and activate a Squash Australia marketing plan**
   - Develop a marketing plan
   - Provide reports to media on results of Australian players on the PSA circuits. Develop media contact list.
   - Develop a four year media plan
4. **Develop a Squash Australia product presentation, develop a target list of opportunities and activate**
   - Prepare the Squash Australia portfolio, ready for market
   - Work with the States to produce a top 500 company's target list and prepare a Squash Australia presentation
   - Establish a commercial working group with experts from within the squash community

KEY STRATEGIES OF 2016-2022

STRATEGY IX: LEADERSHIP EXCELLENCE

GOAL: Squash will be well administered and focused on local delivery through a shared Australia wide vision

1. **Be a leader for governance in Australian Sport**
   - Review mandatory governance principles and ensure Squash Australia adhere to them. Communicate those to the Australian Sports Commission (ASC)
   - Provide regular board review and training
   - Provide external review of the board
2. **Ensure there is excellent controls around finance via the AFRC**
   - Establish 6 month financial reserves
   - Create a risk register and update each quarter
   - Ensure there is exceptional Staff performance - Staff appraisals, training and controls by implementing new HR system
3. **Develop less reliance on ASC funding by developing new income streams**
   - Establish an eShop concept which can generate income for squash centres and grassroots programmes
   - Increase commercial income by 10%
   - Develop a four year commercial plan with an aim to reduce ASC funding to <50% of total income.



SQUASH AUSTRALIA PLATFORMS

Website: www.SquashAustralia.com
Facebook: /SquashAustralia/
Twitter: /Squashoz
Instagram: /squash_australia/
Youtube: www.SquashAustralia.TV

CHALLENGES

- Enhanced manpower capability to do more
- Improved processes for increased effectiveness
- Data analysis for better planning
- Integrated service delivery for better coordination & with focus on members



PRIORITIES FOR YEAR 2016

- World class daily training environment
- Coach education and CPD for coaches
- Member consultancy study
- Develop additional income streams
- Pathway performance to education
- 'Oz Squash' award winning schools programme

SQUASH AUSTRALIA

Why Squash?

GLASGOW 2014

1,000,000

One million viewers watched squash finals in Glasgow 2014 Commonwealth Games

An estimated **35,000** people watched the live squash games at Glasgow 2014 Commonwealth.



AUSTRALIAN OPEN:
1980 – First Event
2015 – streamed to 50 nations.

283KPH

Fastest recorded speed on **squash ball smash**

squash.org.au
over 1.200 million hits per year

squashaustralia.tv
15,499 views & 55 subscribers

facebook.com/SquashAustralia/
1,572 likes

twitter.com/Squashoz
over 872 followers

20 MILLION
squash players world-wide

ETHICAL SPORT

Squash is an **ethical sport**

Squash is a **DRUG FREE** sport

In Australia

SQUASH AUSTRALIA
FOUNDED 1934

768 Squash Centres

1918 Squash Courts

More than **200,000** people playing squash



Squash Australia won 2 Gold medals & 1 Bronze at Glasgow 2014 Commonwealth Games

Forbes rated squash as the number 1 healthiest sport to play

Squash can be played by all ages. Good for physical and mental health.

89% of people believe that sports has a positive effect on the country's reputation

SQUASH AUSTRALIA

Australia has been the top placed team **6 TIMES**

Squash ranked **4th** in the medal winning table for Australia at the Commonwealth Games from medals available to win

Australia is the **most successful squash nation** in Commonwealth Games history with nine gold medals, one more than England.

4000 players registered to take part in the World Squash Day Challenge, which demonstrated **global support for the sport's 2020 Olympic bid**. More than **800** clubs from over **70** nations joined in, with players representing Team Squash and Team 2020



Geoff Hunt was World Champion **7 times** and won **8 British Open titles**



Heather McKay

Heather McKay (Australia) was possibly the **most dominant sportswoman in history**. She only lost two matches in her career and was **unbeaten from 1962 to 1981.**



Australia won 22 world titles between 1970 and 2007

Cameron Pilley



world speed record in 2011 **175mph**

17 Australian World Champions since 1976

Australia has won **30 medals** in Commonwealth Games since 1998

23rd Most popular sport in the world

30/50 medals were won at the Commonwealth Games since 1998



Total medals won by Squash Aus at the Commonwealth Games since 1998

Squash Australia Team

Richard Vaughan
(Chief Executive)

Stephanie Yoon
(Executive Assistant)

Hayden Griffiths
(Member Services Manager)

Jordan Till
(Participation Coordinator)

Stewart Carson
(High Performance Manager)

Zac Alexander
(Education Coordinator)

Celeste Coughlan
(Marketing Executive)

Squash Australia Board

David Mandel
(President)

Mick Jaroszewicz
(Director)

Dale Robbins
(Director)

Michelle Martin
(Director)

Sam Chadwick
(Director)

Dave Whan
(Director)

Squash Austrlia
Sports House, Office 9
150 Caxton Street
Milton, Queensland, 4064

Phone: +61 7 3367 3200
Fax: +61 7 3367 3320

Email: squashoz@squash.org.au
Website: www.squash.org.au