



# **Squash in Australia 2016 – 2022**

**Leading the growth of Squash in Australia.**

## Squash in Australia

### BACKGROUND

#### Squash, a sport with challenges to find its niche on the Australian sporting landscape

While the sporting landscape has evolved, and changed over the past decade, many sports have adapted their game, rules and overall management structures at board and operational level. Some key points highlighted by the Australian Sports commission:

- People like non-organised sport and physical activity
- Our sporting choices are changing
  - While participation rates in organised physical activities have remained level, participation rates for non-organised activities have grown
  - We prefer individual sports
- Expectations of 'Membership' are changing
  - Social media platforms are replacing membership
  - Younger generations are increasingly uncomfortable with traditional governance models
- We are spending less time playing, more time working.
  - Total recreation hours are decreasing and the amount of time spent in paid work is increasing
  - Less time is spent playing sport and more time watching screens
- We have more physical activity alternatives;
  - We have more gyms, more personal trainers, (and are buying more fitness equipment) than ever before
  - Online communities create opportunities for people to meet others and engage in sport and communicate sporting preferences to a wider audience
- The way we do business is changing;
  - Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems considering market pressures
  - The proportion of people volunteering in sport is declining

Squash across Australia is an example of one sport that has yet to come to grips with the changing sporting landscape, across several areas;

## Squash Australia Strategic Plan 2016 - 2022

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- 1) Participation
- 2) Lack of facilities
- 3) All key stakeholders (state and national body) not focussed on what is best for the sport

With the changes, has come the Australian Sports Commissions Winning Edge which along with increased competition from other sports and flat funding for sport from the government, Squash Australia High Performance has lost \$1.2 million in funding over the past 5 years. With this has come declining affiliations which has lowered the organisation income by \$80,000.

With this, insurance costs have increased 9% in the last year alone due to a poor claims history and the organisation is tasked with doing more to turn the sport around in Australia.

There are many challenges facing the future of squash and the need for transformation to a fast, dynamic sport which is current in society today. While it needs to be acknowledged that Squash Australia takes responsibility for leading and driving the strategic agenda and future of the sport, the states and territories must take ownership and work in close collaboration with the national body as custodians of the sport. In late 2015 Left Field Sports Consultancy undertook a review of the organisation culminating in a report indicating the way forward and a similarly named workshop for all national and state stakeholders in Melbourne in early 2016. The recommendations outlined in this report have led to a restructure, and provide the evidence for this opening statement in association what has already been published.

### **Participation**

Across the squash fraternity many people may hold the view that the social competitions are reasonably strong and well supported. The reality is that the overall participation figures clearly tell a very different story.

Over the past decade, squash has seen a rapid, year-on-year decline in participation rates

- √ From 321,000 participants in 1997/98
- √ To 182,300 participants in 2005/06
- √ To 104,500 in 2013/14

The above figures speak clearly that the number of people playing squash, be it social or competition is declining. The reality is that these figures cannot be ignored and paint a real concern for the strong future for the sport.

As per the new participation strategy, squash needs to drastically change how it approaches player membership, enticing a new beginner and social class of players.

### **Lack of facilities**

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It has been clearly documented that over the past decade there has been an increasing decline in the overall number of squash courts across Australia. While there are varying reasons as to why they are closing, or allocated to other activities, the underpinning common dominator is the lack of new participants taking up the game of squash.

In many ways, it has now become a 'catch 22' lack of participants and dwindling facilities. Whilst there is no simple answer to how to resolve this major challenge around lack of courts, Squash across Australia as a collective need to develop a strategy to increase participation to firstly maximise the current available court space. This needs to also be underpinned by a strategy to secure new court space or look at alternate models/venues where it can be played.

Squash must 'make' the case for councils to build more courts, it will not just happen.

### **Are all key stakeholders (state and national body) not focussed on what is best for the sport?**

In June 2016, the Chair of the Australian Sports Commission John Wylie launched a second wave of governance reform.

" Australian Sports Commission (ASC) Chair John Wylie AM has launched a second wave of governance reform, confident sports can improve commercial outcomes and the trust of members by becoming more nationally unified.

Following extensive national consultation, the ASC has today released a paper on governance reform which calls for sports to take a unified approach to behaviours, processes and supporting systems.

"This reform process is about leaders acting for the common good of their sport at all levels, particularly state and national bodies," Mr Wylie said.

"Building trust and national cohesion, while improving sports' commercial and financial positions, are key objectives.

"Australian sport is complex because of our Federated system, but the success of sports is based on them being able to work closely with all tiers. Its clear many Australian sports are held back from realising their full potential by a lack of trust between key stakeholders.

"Having unified and transparent approaches to crucial areas like strategic planning, financial reporting, workforce management and commercial arrangements, as well as appropriate voting structures, can only benefit sports and improve trust."

The above while being very relevant to all sports, as the major funding body for Squash Australia there is a real and immediate need to heed and embrace some major governance reforms. The key to securing a future for the sport is around the all stakeholders (national and states) focussed as one single mind in delivering the future of the sport.

## 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, 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!**

## 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 a workforce 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

We are:

- Togetherness - working together to make Squash - Australia's No1 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.

## Key Result Areas

The focus of the organisation will be:

- KRA 1 Participation;
- KRA 2 Membership;
- KRA 3 Events;
- KRA 4 Facilities;
- KRA 5 High Performance;
- KRA 6 Education;
- KRA 7 Influence;
- KRA 8 Profile; and
- KRA 9 Leadership Excellence.

# Squash Australia Strategic Plan 2016 - 2022

## KRA 1 Participation

**Goal:** Squash will be thriving participant sport for all Australians

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure												
1. Improve member engagement and registration.	i. Encourage the national use of member CRM that can integrate as part of the IT Strategy.	High	Participation Coordinator	Q4 2016	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>No. of players (database)</td> <td>13,242</td> <td>16,477</td> <td>16,275</td> <td>16,500</td> <td>16,750</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	No. of players (database)	13,242	16,477	16,275	16,500	16,750
					Key Measures	2016	2016 Actual	2017	2018	2019							
No. of players (database)	13,242	16,477	16,275	16,500	16,750												
The discussion around the Participation strategy and affiliation model are key to improving this area.																	
2. Research the Squash market, understand key segments and match with the appropriate participation product.	i. Research the Participation area and develop a 4-year participation plan.	High	Participation Coordinator	Q3 2016	Complete 4-year Participation Plan: <b>yes</b>  Four-year Participation Strategy launched and published in Q2 2016.												
	ii. Undertake market research to establish the key segments and demographic that would most benefit from exposure to squash	Medium	Participation Coordinator	Q3 2016	Complete: <b>yes</b>  In 2016 we have undertaken extensive research via online surveys, with a joint survey with fellow Racket sports and an independent agency.  We remain involved with the AusPlay survey.												
	iii. Develop 5 key products/programmes to target e.g. Oz Squash the education environment.	Medium	Participation Coordinator	2017 -2019	Develop 5 participation programmes: <b>yes/no</b> <table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>No. of programme participants</td> <td>19,379</td> <td>21,554</td> <td>19,500</td> <td>19,750</td> <td>20,000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>The Oz Squash programme has been updated</li> </ul>	Key Measures	2016	2016 Actual	2017	2018	2019	No. of programme participants	19,379	21,554	19,500	19,750	20,000
Key Measures	2016	2016 Actual	2017	2018	2019												
No. of programme participants	19,379	21,554	19,500	19,750	20,000												

## Squash Australia Strategic Plan 2016 - 2022

					<ul style="list-style-type: none"> <li>The Pop up Squash programme has been launched</li> <li>Hit N Giggles has been launched</li> </ul>																		
<b>3. Align the Sports Participation Strategy with the Education System.</b>	<i>I. Clearly map the Education environment – Universities and Schools – and monitor delivery of programmes in the sector.</i>	Medium	Participation Coordinator	2017	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>No of School session delivered.</td> <td>9</td> <td>59</td> <td>25</td> <td>50</td> <td>75</td> </tr> <tr> <td>Universities registered</td> <td>0</td> <td>50</td> <td>15</td> <td>20</td> <td>25</td> </tr> </tbody> </table> <p>Not deliverable until 2017 but have started well in this area after changes to the Sporting Schools programme.</p>	Key Measures	2016	2016 Actual	2017	2018	2019	No of School session delivered.	9	59	25	50	75	Universities registered	0	50	15	20	25
	Key Measures	2016	2016 Actual	2017	2018	2019																	
	No of School session delivered.	9	59	25	50	75																	
Universities registered	0	50	15	20	25																		
<i>II. Refresh the Schools programme resources.</i>	Medium	Participation Coordinator	2018	<p>Completed: yes/no Not fully deliverable until 2018. The Sporting Schools programme has been refreshed with positive results. We do need to further amend the Oz Squash programme to accommodate teacher access. This would be deliverable in 2018.</p> <p>E-learning will be completed in three phases. The first phase was completed in Q3 2016 with the following live:</p> <ul style="list-style-type: none"> <li>- Referee Club course</li> <li>- Coach Education Foundation course</li> <li>- Primary schools</li> <li>- Secondary schools</li> <li>- Universities</li> </ul>																			
<i>III. Review Education linked competition programmes and create the appropriate competition structures to support participation programmes.</i>	Medium	Participation Coordinator	2017	<p>Completed: yes/no</p> <p>Not deliverable until 2017</p>																			



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<p><b>4. Development of the Squash Australia Workforce.</b></p>	<p><i>i. Establish an eLearning portal for the development of the Squash workforce.</i></p>	<p>Medium</p>	<p>Participation Coordinator</p>	<p>2018</p>	<p>Completed: yes/no</p> <ul style="list-style-type: none"> <li>- Coach Foundation course</li> <li>- Overviews for all sections</li> </ul> <p>The remaining items will be rolled out over the next two phases, each phase will be delivered in Q3 each year.</p>
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### KRA 2 Membership

**Goal:** Provide a best in class player experience



## Squash Australia Strategic Plan 2016 - 2022

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure											
1. Increase the value of being a member of Squash Australia.	i. Develop a member's benefits package.	High	Membership Coordinator	2016 – 2019	Complete: <b>yes</b> This has started well in 2016. <ul style="list-style-type: none"> <li>- Launch of the benefits portal</li> <li>- Launch of the eLearning system</li> <li>- eShop launched with 10% discount for members</li> </ul>											
	ii. Improve communication channels to the squash community	High	Membership Coordinator	Q4 2016	Complete communication: <b>yes</b>  With the launch of the new website and the correct organisational structure we have seen a drastic improvement to this area.											
	iii. Develop the segmented communication capability in partnership with the States.	High	Membership Coordinator	2016 – 2018	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Newsletter sign up total</td> <td>3270</td> <td>3400</td> <td>3400</td> <td>3600</td> <td>3800</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Newsletter sign up total	3270	3400	3400	3600
Key Measures	2016	2016 Actual	2017	2018	2019											
Newsletter sign up total	3270	3400	3400	3600	3800											
2. Develop seamless and effective club service by enhancing the area via the innovative adoption of ICT.	i. Establish an IT Strategy until 2022, encompassing all ICT requirements.	High	CEO	Q4 2016	Completed IT Plan: <b>yes</b> In Q1 2016 the IT Strategy was completed and through the rest of the year we have rolled out the new SA website, State websites, CRM and have trialled a range of new other software platforms which are fully integrated.											
	ii. Develop a Court/Coach Programme finder function as part of the Squash Australia website.	Medium	CEO	2017	Completed: <b>yes</b>  Live Q3 2016 on website a year ahead of schedule											
	iii. Develop a customer satisfaction survey to establish player's satisfaction of services.	Medium	Membership Coordinator	2017	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Positive customer satisfaction survey target</td> <td>60%</td> <td>70%</td> <td>80%</td> </tr> </tbody> </table>	Key Measures	2017	2018	2019	Positive customer satisfaction survey target	60%	70%	80%			
Key Measures	2017	2018	2019													
Positive customer satisfaction survey target	60%	70%	80%													

# Squash Australia Strategic Plan 2016 - 2022

## KRA 3 Events

**Goal:** Run world class events for all members

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure												
<b>1. Develop a world class events capability.</b>	<i>i. Successfully secure the World Doubles Championships in 2016 and develop a longer-term events strategy which incorporates international events.</i>	High	Events Coordinator	Q4 2016	Complete: <b>yes</b>  World Doubles Championships 2016  Long term plan completed												
	<i>ii. Employ an Events Coordinator and develop an Events Working Group.</i>	Medium	CEO	Q3 2016	Complete: <b>yes</b>  Q2 2016												
	<i>iii. Develop a 4 year Events plan.</i>	Medium	Events Coordinator	Q4 2016	Complete: <b>yes</b>  Completed Q2 2016												
<b>2. Develop an Australian PSA Tour Circuit to the benefit of Australian players.</b>	<i>i. Establish an Australian PSA Circuit of events.</i>	High	Events Coordinator	Q3 2016	Completed: <b>Yes</b>  Concept launched in Q3 2016, ready for the 2017 season.												
	<i>ii. Work with the States to ensure player numbers are increasing in the Australian competition structure.</i>	Medium	Events Coordinator	2016 – 2018	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Number of events</td> <td>160</td> <td>202</td> <td>180</td> <td>200</td> <td>220</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Number of events	160	202	180	200	220
	Key Measures	2016	2016 Actual	2017	2018	2019											
Number of events	160	202	180	200	220												
<i>iii. Establish events – marketing and fundraising guidelines to help ensure Australian events are sustainable.</i>	Medium	Events Coordinator	2018	Guide Complete: <b>yes/no</b>													
<b>3. Ensure there are strong domestic events structures in place for players of all levels.</b>	<i>i. Develop a National grading system for Squash Australia players.</i>	Medium	Events Coordinator	2018	Complete: <b>yes</b>  First series of events launched in Q4 2016, two years ahead of schedule												
	<i>ii. Develop a National competition series for each grade of player.</i>	Medium	Events Coordinator	2018	Complete: <b>yes/no</b>												

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					On track with new grading structure, in place for 2018.																																										
	<i>iii. Develop an automated ranking system.</i>	Medium	Events Coordinator	Q4 2016	Complete: <b>yes</b> Complete in Q3 2016																																										
<b>4. Ensure there are enough referees and trained workforce regionally to support the event structure.</b>	<i>i. Develop a 4-year referee plan</i>	High	Events Coordinator	Q4 2016	Referee plan completed, with discussions with each State and material development underway.																																										
	<i>ii. Assist States to increase overall referee numbers. Develop a training plan for developing the number of referees within each State/Territory.</i>	High	Events Coordinator	Q4 2016	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2016 A</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total No Referees</td> <td>52</td> <td>55</td> <td>65</td> <td>59</td> <td>62</td> </tr> <tr> <td>WSF</td> <td>3</td> <td>3</td> <td>3</td> <td>4</td> <td>4</td> </tr> <tr> <td>Regional</td> <td>5</td> <td>5</td> <td>5</td> <td>6</td> <td>6</td> </tr> <tr> <td>National</td> <td>8</td> <td>8</td> <td>9</td> <td>10</td> <td>10</td> </tr> <tr> <td>State</td> <td>17</td> <td>18</td> <td>19</td> <td>19</td> <td>20</td> </tr> <tr> <td>Club</td> <td>27</td> <td>29</td> <td>29</td> <td>30</td> <td>32</td> </tr> </tbody> </table>	Key Measures	2015	2016	2016 A	2017	2018	Total No Referees	52	55	65	59	62	WSF	3	3	3	4	4	Regional	5	5	5	6	6	National	8	8	9	10	10	State	17	18	19	19	20	Club	27	29	29	30	32
	Key Measures	2015	2016	2016 A	2017	2018																																									
	Total No Referees	52	55	65	59	62																																									
WSF	3	3	3	4	4																																										
Regional	5	5	5	6	6																																										
National	8	8	9	10	10																																										
State	17	18	19	19	20																																										
Club	27	29	29	30	32																																										
<i>iii. Develop content for the referee section of the eLearning resource to help grow a strong grassroots Referee base.</i>	High	Education Coordinator	Q3 2016	Complete Foundation/Club accreditation for the referee section of the eLearning resource. Complete: <b>yes</b> eLearning targets: <table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 A</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total user</td> <td>20</td> <td>35</td> <td>100</td> <td>200</td> <td>300</td> </tr> </tbody> </table>	Key Measures	2016	2016 A	2017	2018	2019	Total user	20	35	100	200	300																															
Key Measures	2016	2016 A	2017	2018	2019																																										
Total user	20	35	100	200	300																																										

### KRA 4 Squash Facilities

**Goal:** Squash facilities will be attractive. Enticing, professionally operated and financially sustainable

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
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1. Complete an audit of facilities across Australia documenting facility details and owners. Promote their existence and maximise their usage	i. Establish the number of Individual centre courts and increase.	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total No Individual centre courts</td> <td>1104</td> <td>1136</td> <td>1100</td> <td>1100</td> <td>1100</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Total No Individual centre courts	1104	1136	1100	1100	1100
	Key Measures	2016	2016 Actual	2017	2018	2019											
	Total No Individual centre courts	1104	1136	1100	1100	1100											
	ii. Establish the number of Franchise/Chain and increase.	High	Participation Coordinator	2016 – 2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total No of private lifestyle courts</td> <td>185</td> <td>186</td> <td>186</td> <td>187</td> <td>188</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Total No of private lifestyle courts	185	186	186	187	188
	Key Measures	2016	2016 Actual	2017	2018	2019											
	Total No of private lifestyle courts	185	186	186	187	188											
	iii. Establish the number of Educational facilities and increase.	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total No of Educational courts</td> <td>95</td> <td>97</td> <td>96</td> <td>97</td> <td>98</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Total No of Educational courts	95	97	96	97	98
	Key Measures	2016	2016 Actual	2017	2018	2019											
	Total No of Educational courts	95	97	96	97	98											
	iv. Establish the number of Public owned facilities and increase.	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total No of publicly owned courts</td> <td>205</td> <td>207</td> <td>206</td> <td>207</td> <td>208</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	Total No of publicly owned courts	205	207	206	207	208
	Key Measures	2016	2016 Actual	2017	2018	2019											
	Total No of publicly owned courts	205	207	206	207	208											
2. Develop a 4 year Facilities plan to include information pieces about building, maintenance, standards and managing Squash venues.	i. Develop a four-year Facilities plan.	Medium	Participation Coordinator	Q4 2016	Document complete: <b>yes</b> Completed in Q3 2016												
	i. Establish a focus group to help create innovative ideas for development of Squash facilities.	Medium	Participation Coordinator	Q3 2016	Document complete: <b>yes</b> Facilities Working Group												
	i. Produce a best practice guide for centre operators around marketing their centre.	Medium/High	Participation Coordinator	2018	Complete: yes/no On track for 2017												

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<b>3. Centre Operator programmes - develop products to help the delivery of the sport i.e. finance, signage, programs, and IT mechanisms.</b>	<i>i. With the States create a centre operator programme and associated information and benefits to help their business.</i>	High	Participation Coordinator	2017	Complete: yes/no On track to launch in 2017													
	<i>ii. Develop marketing packages for affiliated centres e.g. posters and programme linked materials.</i>	Low	Participation Coordinator	2017	Complete: yes/no On track for 2017													
	<i>iii. Use technology to increase the benefits of association of Squash centres to Squash Australia.</i>	Medium	Participation Coordinator	2017	Complete: <b>yes</b> Integrated solutions developed. Website, CRM and court booking system ready.													
<b>3. Develop a Business packages to facilitate the construction of new Squash Centres.</b>	<i>i. Establish documentation for the building of new squash courts with a focus on multi-sport courts/halls.</i>	Low	Participation Coordinator	2018	Document complete: yes/no On track for 2017													
	<i>ii. In partnership with the States work to establish a business plan for the successful running of a squash facility.</i>	Low	Participation Coordinator	2019	Clearly define in a 'Squash Facilities Management document' the capabilities required to run a Squash facility and provide evidence to Squash Australia's capability to do that. Complete yes/no On track for 2017													
	<i>iii. Work with the States to establish a court owner's network for shared learning and document centres across Australia</i>	Low	Participation Coordinator	2018	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>No of registered centres contact details</td> <td>n/a</td> <td>150</td> <td>200</td> <td>250</td> </tr> </tbody> </table>	Key Measures	2016	2017	2018	2019	No of registered centres contact details	n/a	150	200	250			
Key Measures	2016	2017	2018	2019														
No of registered centres contact details	n/a	150	200	250														

## KRA 5 High Performance

**Goal:** Win medals that matter for Australia

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. Develop a World Class daily training environment.	i. Employ a world class performance team	High	CEO	Q2 2016	Complete: <b>yes</b>

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	<i>ii. Employ a HP manager and HP coach</i>	High	CEO	Q2 2016	Complete: <b>yes</b>																							
	<i>i. Develop a High Performance Strategy document</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b> Completed in Q2 2016																							
	<i>ii. Open a national training centre with daily monitored training</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>																							
	<i>iii. Establish suitable overseas training bases to support programme</i>	High	Performance Manager	Q4 2016	Complete: <b>no</b> We have developed several partnerships and these have been utilised. However due to funding limitations now we have progressed as far as we would have liked.																							
	<i>iv. Provide access to world class support services</i>	High	Performance Manager	Q1 2016	Complete: <b>yes</b> We have 90% completed this area of work. Funds have been a limiting factor.																							
<b>2. Develop a 'Winning Edge' performance group targeting world class medal success</b>	<i>i. Develop criteria for entry and retention to the 'Winning Edge' Squad.</i>	High	Performance Manager	Q2 2016	Criteria produced and on the Squash Australia website																							
	<i>ii. Provide coaching, administrative and financial support to players to allow them to achieve world class success.</i>	High	Performance Manager	Q2 2016	<table border="1"> <thead> <tr> <th>Key measures</th> <th>20 16</th> <th>2016 Actual</th> <th>20 17</th> <th>20 18</th> <th>20 19</th> </tr> </thead> <tbody> <tr> <td>Medals at Commonwealth Games/ Youth CG</td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>2</td> <td>n/a</td> </tr> <tr> <td>Position at World Team Champs (M/F)</td> <td>n/a</td> <td>n/a</td> <td>3-4</td> <td>n/a</td> <td>3-4</td> </tr> <tr> <td>Position at World Jnr</td> <td>&lt;10</td> <td>6</td> <td>n/a</td> <td>&lt;8</td> <td>n/a</td> </tr> </tbody> </table>	Key measures	20 16	2016 Actual	20 17	20 18	20 19	Medals at Commonwealth Games/ Youth CG	n/a	n/a	n/a	2	n/a	Position at World Team Champs (M/F)	n/a	n/a	3-4	n/a	3-4	Position at World Jnr	<10	6	n/a	<8
Key measures	20 16	2016 Actual	20 17	20 18	20 19																							
Medals at Commonwealth Games/ Youth CG	n/a	n/a	n/a	2	n/a																							
Position at World Team Champs (M/F)	n/a	n/a	3-4	n/a	3-4																							
Position at World Jnr	<10	6	n/a	<8	n/a																							



## Squash Australia Strategic Plan 2016 - 2022

					<table border="1"> <tr> <td>Team Champs (M/F)</td> <td>n/a</td> <td>n/a</td> <td>&lt;10</td> <td>n/a</td> <td>&lt;8</td> </tr> <tr> <td>No. of Individual World Champions (Snr/Jnr)</td> <td>9/16</td> <td>17/32</td> <td>9/16</td> <td>5/8</td> <td>5/8</td> </tr> <tr> <td>hip Targets</td> <td>9/16</td> <td>n/a</td> <td>9/16</td> <td>5/8</td> <td>5/8</td> </tr> </table>	Team Champs (M/F)	n/a	n/a	<10	n/a	<8	No. of Individual World Champions (Snr/Jnr)	9/16	17/32	9/16	5/8	5/8	hip Targets	9/16	n/a	9/16	5/8	5/8
Team Champs (M/F)	n/a	n/a	<10	n/a	<8																		
No. of Individual World Champions (Snr/Jnr)	9/16	17/32	9/16	5/8	5/8																		
hip Targets	9/16	n/a	9/16	5/8	5/8																		
					In addition to the above we achieved 4 World Doubles Championship medals.																		
	iii. <i>Establish the process of annual performance review with player and stakeholders involved e.g. parents, personal coach.</i>	Medium	Performance Manager	Q4 2016	Complete: <b>yes</b>  Q2 2016																		
	iv. <i>Complete 360 degree reviews of players twice a year</i>	High	Performance Manager	Q3 2016	Started in Q2 2016																		
<b>3. Establish a World Class High Performance Coach environment.</b>	i. <i>Develop a HP Coaching system pathway document in partnership with State Associations document to help navigation through the coaching system.</i>	Medium	Performance Manager	2017	Complete: yes/no  On track for 2017																		
	ii. <i>Implement state of the art coach education system</i>	Medium	Performance Manager	2017	Complete: yes/no  On track for 2017																		
	iii. <i>Develop a coach leadership programme in partnership with the AIS</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b>  Started in Q3 2016 – two-year programme																		
	iv. <i>Create a Coaching bursary for coaches within the system to help develop and support them.</i>	Medium	Performance Manager	2018	Complete: yes  Started in 2016 as part of leadership programme with Lisa Camilleri and Rex																		

## Squash Australia Strategic Plan 2016 - 2022

					Hendrick benefitting on their Talent Development Course.
	v. <i>Develop a National Junior Coaching team</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b> Q1 2016
	vi. <i>Review quality control mechanism</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b> Q3 2016
	vii. <i>Recruit Coach Education Officer</i>	High	CEO	Q2 2016	Complete: <b>yes</b> Complete Q2 2016
<b>4. Develop a World Class support services environment.</b>	i. <i>Complete National Squash criteria's and benchmarks for all age groups with minimum competition and fitness requirements, along with player/coach contracts.</i>	High	Performance Manager	Q4 2016	Complete National squad criteria: <b>yes</b> Q2 2016
	ii. <i>Create annual support services passport plan for the National Junior Squads.</i>	High	Performance Manager	2018	National Junior Squash plan complete: <b>yes/No</b>
	iii. <i>Develop centralised camps as part of annual plan.</i>	High	Performance Manager	Q4 2016	High performance Camp run: <b>yes</b> Q1 2016
	iv. <i>Run twice yearly parent forums</i>	Medium	Performance Manager	2017	Complete: <b>yes/no</b> We have started this with the first session at the AJC in Q3 2016
<b>5. Establish a High Performance working group of experts</b>	i. <i>Develop a High Performance Working Group</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b> Q2 2016
	ii. <i>Review why SA have not retained or attracted the best HP staff</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>
	iii. <i>Review what is needed to deliver successful HP programme</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b> Q1 2016

## Squash Australia Strategic Plan 2016 - 2022

	<i>iv. Establish clear succession plan and identify relevant personnel for positions</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b> Q2 2016				
<b>6. Develop a clear Talent Identification system to ensure long term success in our High Performance programme</b>	<i>i. Establish links with High Performance centre abroad to benefit Australian players.</i>	Medium	Performance Manager	2017	Centre links established: yes/no				
	<i>ii. Define criteria to establish Academies as centres of excellence throughout all States.</i>	High	Performance Manager	2017	<b>Key Measures</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
					No of Academies	2	4	5	8
					Actual	0	0	0	0
<i>iii. Develop a Talent Identification System throughout Australia in cooperation with the States.</i>	High	Performance Manager	2018	<b>Key Measures</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
					Targeted No of players	40	60	80	100
					Actual	0	0	0	0
	<i>iv. Review current pathways within our national squad structure to develop the ideal high performance structure for squash.</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>				
<b>7. Review current testing and knowledge protocols</b>	<i>i. Establish testing protocols and their associated rationale to identify squash talent.</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>				
	<i>ii. Analyse biomechanical/performance data to map out pathway to international success.</i>	Medium	Performance Manager	Q4 2016	Complete: <b>yes</b>				
	<i>iii. Establish a link with an education establishment to</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b>				

## Squash Australia Strategic Plan 2016 - 2022

	<i>develop testing protocols for squash.</i>				
	<i>iv. Establish a link with an education establishment to do research in the biomechanical movement of squash.</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b>
	<i>v. Utilise Science and medicine to provide practical solutions to HP problems SA experiences at an international level.</i>	Medium	Performance Manager	Q4 2017	Complete: <b>yes/no</b> This was moved back and is ongoing, as more time was required to deliver sub strategies above which are building blocks for this work.
<b>8. Develop major events preparation plans</b>	<i>i. Identify major High Performance events and training camps over a 4-year cycle.</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b>
	<i>ii. Ensure tournament plans match the individual's needs.</i>	High	Performance Manger & Coach	Q2 2016	Complete: <b>yes</b>
	<i>iii. Events calendar that provides clear guidance on programme, equipment to be used and key venues to be used and the timing of each event.</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>
<b>9. Review court availability</b>	<i>i. Access to more glass courts with various tin heights.</i>	Medium	Performance Manager	Q3 2016	Complete: <b>yes</b>
	<i>ii. Develop a plan for what types of courts are required from a performance perspective, match with current court</i>	Medium	Performance Manager	Q4 2016	Complete: <b>yes</b>

## Squash Australia Strategic Plan 2016 - 2022

	<i>availability and make a facilities plan.</i>				
	<i>iii. Establish the requirements for high performance players, coaches and support staff</i>	High	Performance Manager	Q2 2016	Complete: <b>yes</b>
	<i>iv. Review current doubles court availability</i>	High	Performance Manager	Q3 2016	Complete: <b>yes</b>

### KRA 6 Education

**Goal:** Squash personnel will be valued, trained and competent to deliver the sport.

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
<b>1. Develop the Coach Education framework to ensure all resources are complete.</b>	<i>i. Complete the Foundation coach award.</i>	Medium	Education Coordinator	Q4 2016	Award complete: <b>yes</b> Q2 2016
	<i>ii. Complete the Club development award.</i>	Medium	Education Coordinator	2017	Award complete: <b>yes/no</b>

## Squash Australia Strategic Plan 2016 - 2022

	<i>iii. Complete the Talent Development coach award and activate.</i>	Medium	Education Coordinator	2018	Award complete: yes/no					
	<i>iv. Complete the Performance development coach award and activate.</i>	Medium	Education Coordinator	2020	Award complete: yes/no					
	<i>v. Complete the High performance coach award.</i>	Medium	Education Coordinator	2022	Award complete: yes/no					
<b>2. Promote knowledge of the rules across the general squash community.</b>	<i>i. 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.</i>	Medium	Education Coordinator	Q4 2016	Complete: yes					
	<i>ii. Establish a Coach register for communication purposes.</i>	Medium	Education Coordinator	Q4 2016	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
					Total No. of coaches in system	595	590	608	633	662
					Foundation	110	109	120	140	160
					Club Development	425	422	425	425	430

## Squash Australia Strategic Plan 2016 - 2022

					Talent Development	54	53	56	59	63
					Performance Development	6	6	7	9	9
					High Performance	0	0	0	0	0
	<i>iii. Run a National Coaches Conference and encourage States Coaches conferences.</i>	Medium	Education Coordinator	2017	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
					No of attendees	10	20	15	20	25
<b>3. Develop links to maximise research opportunities</b>	<i>i. Research and establish a documented list of research institutions and contacts.</i>	Low	Education Coordinator	2017	Documented list of research Institutions and contacts: <b>yes</b>					
	<i>ii. Activate research leads across an array of opportunities.</i>	Low	Education Coordinator	2019	Activate at least on research lead: yes/no					

# Squash Australia Strategic Plan 2016 - 2022

## KRA 7 Influence

**Goal:** Squash Australia will have the network required to influence key decisions.

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure												
1. Develop a plan to maximise Australia's influence across organisations that can have a positive impact for the sport.	<i>i. International bodies</i>	Medium	CEO	2017-2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>No of Directors</td> <td>2</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	No of Directors	2	2	3	4	5
	Key Measures	2016	2016 Actual	2017	2018	2019											
	No of Directors	2	2	3	4	5											
	<i>ii. National bodies</i>	Medium	CEO	2017-2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>No of Directors</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> </tr> </tbody> </table>	Key Measures	2017	2018	2019	2020	No of Directors	10	15	20	25		
	Key Measures	2017	2018	2019	2020												
	No of Directors	10	15	20	25												
<i>iii. Other groups</i>	Medium	CEO	2017-2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>No of Directors</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> </tr> </tbody> </table>	Key Measures	2017	2018	2019	2020	No of Directors	10	15	20	25			
Key Measures	2017	2018	2019	2020													
No of Directors	10	15	20	25													
<i>i. State government</i>	Medium	CEO	2017	Established: yes/no													
<i>ii. Local government</i>	Medium	CEO	2017	Established: yes/no													
<i>iii. Educational environment</i>	Medium	CEO	2017	Established: yes/no													
3. Develop an Ambassador programme of Squash linked stakeholders with national profile.	<i>i. Find a mutually beneficial National Charity to work with.</i>	Low	CEO	2018	Selected Charity to work with on good causes: yes/no												
	<i>ii. Develop an exit pathway for performance players in transition from full time career in cooperation with the States.</i>	Low	CEO	2018	Develop exit pathway system involving education and business mentor for retiring elite players: yes/no												
	<i>iii. Establish a formal network of official Squash Australia ambassadors from within and outside the sport.</i>	Low	CEO	2018	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Ambassador numbers</td> <td>2</td> <td>4</td> <td>5</td> <td>6</td> </tr> </tbody> </table>	Key Measures	2017	2018	2019	2020	Ambassador numbers	2	4	5	6		
Key Measures	2017	2018	2019	2020													
Ambassador numbers	2	4	5	6													



# Squash Australia Strategic Plan 2016 - 2022

## KRA 8 Profile

**Goal:** Squash will enhance its profile through media and new technologies

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure					
1. Maximise new media to enhance promotion and communication.	i. Develop a new website.	High	Membership Coordinator	Q4 2016	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
					Web traffic target	780k	920k	800k	820k	840k
	ii. Establish a SquashAustralia.TV streaming channel for digital content.	Medium	Membership Coordinator	Q3 2016	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
					SA.TV followers target	80	500	150	200	250
	iii. Establish Twitter accounts by function and cross communicate.	High	Membership Coordinator	Q4 2016	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
					Twitter followers	451	1170	950	1100	1200
					Facebook followers	848	2486	1800	2200	2400
					HP Twitter followers	50	56	100	150	200
Event Twitter followers	50	84	100	150	200					
2. Develop a Squash Australia Communications plan.	i. Develop a Communication plan in partnership with the States.	High	Membership Coordinator	Q4 2016	Complete: <b>yes</b> Q3 2016 complete					

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	<i>ii. Develop an advisory group to support innovation in the area.</i>	High	Membership Coordinator	Q3 2016	Completed: <b>yes</b>						
<b>3. Develop and activate a Squash Australia Marketing plan.</b>	<i>i. Develop a Marketing plan</i>	High	Membership Coordinator	Q4 2016	Marketing plan complete: <b>yes</b> Q3 2016 Completed						
	<i>ii. Provide reports to media on results of Australian players on the PSA circuits. Develop media contact list.</i>	High	Membership Coordinator	Q4 2016	Media contact list and Squash Australia media communication complete: <b>yes</b> Q2 2016 complete						
	<i>iii. Develop a 4-year Media plan</i>	High	Membership Coordinator	Q4 2016	Media plan complete: <b>yes</b> Q2 2016 Completed						
<b>4. Develop a Squash Australia product presentation, develop and activate a target list of opportunities.</b>	<i>i. Prepare the Squash Australia portfolio, ready for market.</i>	Low	Membership Coordinator	2017	<b>Key Measures</b>	<b>2016</b>	<b>2016 Actual</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
					Non-grant income	30%	43%	35%	40%	45%	50%
	<i>ii. Work with the States to produce a top 500 company's target list and prepare a Squash Australia presentation.</i>	Medium	Membership Coordinator	2017	Complete: <b>yes/no</b>						
	<i>iii. Establish a Commercial working group with experts from within the squash community.</i>	Low/Medium	CEO	Q4 2016	Complete: <b>yes</b>						

# Squash Australia Strategic Plan 2016 - 2022

## KRA 9 Leadership Excellence

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure												
1. Be a leader for Governance in Australian Sport	i. Review mandatory governance principles and ensure SA adhered to them. Communicate those to the ASC.	High	CEO	2016 - 2019	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016</th> <th>2016 Actual</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>ASC Governance Principles</td> <td>90%</td> <td>90%</td> <td>95%</td> <td>95%</td> <td>100%</td> </tr> </tbody> </table>	Key Measures	2016	2016 Actual	2017	2018	2019	ASC Governance Principles	90%	90%	95%	95%	100%
	Key Measures	2016	2016 Actual	2017	2018	2019											
	ASC Governance Principles	90%	90%	95%	95%	100%											
ii. Provide regular board review and training	High	CEO	Q4 2016	Complete board training: <b>yes</b> Completed in external review in Q2 and Q3 of 2016													
iii. Provide external review of the Board	High	CEO	Q4 2016	Complete board review: <b>yes</b>													
2. Ensure there is excellent controls around Finance via the AFRC	i. Establish 6 month financial reserves	Medium	CEO	2018	Achieved: <b>yes</b> Reached in Q2 2016												
	ii. Create a risk register and update each quarter	Medium	CEO	Q4 2016	Achieved: <b>yes</b> Q1 2016 Complete												
	iii. Ensure there is exceptional Staff performance - Staff appraisals, training and controls by implementing new HR system	Medium/High	CEO	Q4 2016	Complete: <b>yes</b> Performance reviews undertaken in Q3 2016												
3. Develop less reliance on ASC funding by developing new income streams	i. Establish an eShop concept which can generate income for squash centres and grassroots programmes	Medium	CEO	Q4 2016	Complete <b>yes</b> Q2 2016 Complete												

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	<i>ii. Increase commercial income by 10%</i>	Medium	CEO	2018	Complete <b>yes</b> \$144,192 (%14)
	<i>iii. Develop a 4-year commercial plan with an aim to reduce ASC funding to &lt;50% of total income.</i>	Medium	CEO	2018	Complete: yes/no In process