



# **SQUASH**

## **AUSTRALIA**

**Squash in Australia 2016-2022**  
**Leading the growth of Squash in Australia**





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# PRESIDENT'S MESSAGE



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cero Caturnum int co et; iusa publiss icumum videps, et quam huite et re consus, cri, o Cat, viverbis erissenterox simactore conerum ati, nos ni pra mus cris cest publiu temus, vicamqu odienat iferurorum que fin si superudem mod aciem postem atus, P. Patratiam ina, ursum egercer



# 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 back round 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 home Commonwealth Games in April 2018.

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







# SQUASH AUSTRALIA'S VISION

**Educational** - 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 No1 racquet sport!
- Belief: ambitious, creating the future for the sport.
- Inclusive: include all in 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



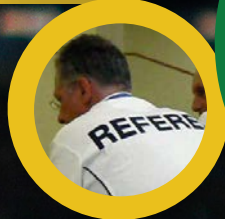
COACHES



SCHOOLS



VOLUNTEERS



CLUB PLAYERS



MASTERS



DISABILITIES



**SQUASH**  
AUSTRALIA



# KEY STRATEGIES

STRATEGY 1 Participation

STRATEGY 2 Membership

STRATEGY 3 Events

STRATEGY 4 Facilities

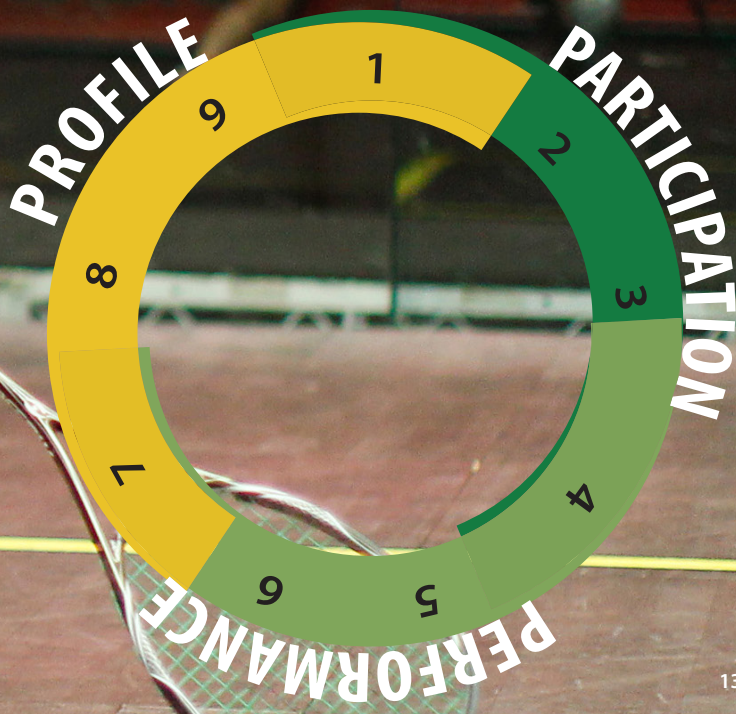
STRATEGY 5 Performance

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 a 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 Squash appeals to
- 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 a 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 all Squash players via website, CRM, newsletters, social media, Youtube, generic advertising material and magazine
- Develop the segmented communication capability in partnership with the state organisations

### 2. Develop seamless and effective club service by enhancing the area via the innovative adoption of Information and Communications Technology (ITC)

- 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 4 year events plan

### **2. Develop an Australian PSA Tour Circuit to the benefit of Australian players**

- Establish an Australian PSA Circuit of events
- Ensure Australian 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 4 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 help develop 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
- 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**
  - 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
  - Create the capability within Squash Australia to establish a business plan for the successful running of a squash facility
  - 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
- Develop a high performance strategy document
- Create a world class daily training environment

### **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

### **3. Establish a world class high performance coach environment**

- Develop a HP coaching system pathway document to help navigation through the pathway
- Develop a leadership coaching and mentoring programme in association with the AIS, which will allow the development of the Squash Australia coaching team
- Create a coaching bursary for coaches within the system to help develop and support them

### **4. Develop a World Class support services environment**

- Complete national squash criteria and benchmarks for all age groups with minimum competition and fitness requirements, along with player/coach contracts
- Create an annual support services passport plan for the national junior squads
- Develop centralised camps as part of annual plan

### **5. 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, with an approved quality of service delivery by Squash Australia.
- Develop a talent identification system throughout Australia.

## 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
- Establish a list of research opportunities via performance and education areas
- Activate research leads across the 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 a patron/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 providing educational pathway and a business mentor
  - 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
- Develop an advisory group to support innovation in the area
- Develop and activate a Squash Australia marketing plan

### **3. Develop a Marketing and Media plan**

- Provide reports to media on results of Australian players on the PSA circuits
- Develop media contact list
- Establish a Squash Australia eShop offering member discounts

### **4. Develop a Squash Australia product presentation, develop a target list of opportunities and activate**

- Prepare the Squash Australia portfolio, ready for market
- Produce a top 500 company's target list and prepare a Squash Australia presentation
- Establish a commercial advisory group

# 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
- Provide regular board review and training
- Provide external review of the board

### 2. Ensure there are 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
- Develop less reliance on ASC funding by developing new income streams

### 3. Establish an eShop to generate income for programmes

- Increase sponsorship income by 10%
- Diversify other income streams so that grant aid funding is <50% of total income

## SQUASH AUSTRALIA PLATFORMS

Website: [www.SquashAustralia.com](http://www.SquashAustralia.com)

Facebook: [/SquashAustralia/](https://www.facebook.com/SquashAustralia/)

Twitter: [/Squashoz](https://twitter.com/Squashoz)

Instagram: [/squash\\_australia/](https://www.instagram.com/squash_australia/)

Youtube: [www.SquashAustralia.TV](http://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 TEAM**

### **Richard Vaughan**

(Chief Executive)

### **Iain McLennan**

(Membership Coordinator)

### **Tara Montgomery**

(Events Coordinator)

### **Jordan Till**

(Participation Coordinator)

### **Stewart Carson**

(High Performance Manager)

### **Zac Alexander**

(Education Coordinator)

## **SQUASH AUSTRALIA BOARD**

### **David Mandel**

(President)

### **Mick Jaroszewicz**

(Director)

### **Dale Robbins**

(Director)

### **Michelle Martin**

(Director)

### **Cassandra Heilbronn**

(Director)

### **Sam Chadwick**

(Director)

### **Doug Minchin**

(Director)

### **Squash Australia**

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