



2014 - 2016 STRATEGIC AND OPERATIONAL PLAN



Version 2 as at March 2015

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
IMPLEMENTATION OF THIS PLAN.....	2
Q SQUASH DETAILS.....	3
SQUASH IN AUSTRALIA.....	4
1. PARTICIPATION.....	5
2. FACILITIES.....	5
3. PEOPLE.....	6
4. HIGH PERFORMANCE.....	7
5. MARKETING AND PROMOTION.....	8
6. GOVERNANCE.....	9

Implementation of this Plan

For Q Squash to experience the full benefits of this Strategic and Operational Plan, it is imperative that the following occurs:

- The plan is adopted by the Board and Directors allocated portfolios to manage.
- All members of the Executive Board and volunteers involved have a copy of the plan and are aware of the aspects that relate to their role.
- The plan is promoted to members, prospective members, sponsors and stakeholders.
- All targets and actions are implemented utilising the operational components of this plan are monitored and reported on by the relevant Directors at Board meetings.
- The plan is reviewed and updated to reflect what has been achieved and where targets may change at the start and finish of each year.
- Recognise and celebrate when specific targets have been achieved.
- Have fun and enjoy the journey of putting your goals into action.

Q Squash Details

Organisation Contact Details	
Organisation Name:	Q Squash
Postal Address:	PO Box 7060, Mackay MC QLD 4741
Street Address:	43 Juliet Street, Mackay Qld 4740

Organisation Details			
Organisation Phone:	(07) 4944 1417	Organisation Fax:	(07) 4944 1418
Organisation Email:	qsquash@live.com	Website:	www.squash.org.au/qld

Incorporation and ABN			
Incorporation No.	080 596 283	Incorporation Date	12 November 1997
ABN	59 080 896 283		
Registered for GST?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	

Board details			
Name	Position	Email:	Contact
Roslyn Preston (Central Region)	President	roslyn.preston@masterbuilders.asn.au	(07) 4921 3235 0409 270 419
Michelle Eyles (Southern Region)	Vice President	michelle@squashacademy.com.au	0408069781
Alec MacDonald (Northern Region)	Treasurer	Sasha2992@gmail.com	(07) 49441417 0418718137
John Jensen (Northern Region)	Director	tablelandsquash@dodo.com.au	(07) 40911672 0428436667
Hugh Taylor (Southern Region)	Director	hugh-taylor@bigpond.com	0418741915
Kay Kendall (Brisbane Region)	Director	kendall.caird@gmail.com	0439673882
Darryl Caird (Brisbane Region)	Director	Kendall.caird@gmail.com	0402338784

Squash in Australia

The following key aspects form the basis for 'Squash in Australia':

Vision Squash - Fun & Fitness, for anyone!

1. Participation Strive to revive Squash as a suitable participant sport for all
2. People Provide assistance to train operators and volunteers to be competent in delivering Squash to the public;
3. High Performance Assist all players and teams to reach their best potential;
4. Marketing Assist clubs where possible to enhance the squash profile, through media new technologies available;
5. Governance Promote Squash to be well administered and focused on local delivery through a shared Australia wide vision.

Mission Goals To provide innovative leadership for Queensland Squash

Values

We are:

- Collaborative Bringing everyone together.
- Innovative Embracing change for future development.
- Clear Communicate objectives effectively.
- Ethical Ensuring a level playing field.

Coming together is the beginning.

Keeping together is progress.

Working together is success.

Henry Ford

1. Participation

GOAL: Maintain Squash as a thriving participant sport for all Australians

1.1 Club Development Program

- Strengthen relationships between Centres, Clubs and Q Squash through club development, education and programs.
- Work with Regional bodies to identify funding to engage a Development Officer

1.2 Ensure that relevant events are provided at all levels to increase participation at a community level. (Corporate, FIFO)

- Develop and promote a “State Events Calendar”.
- Explore modified versions of the game to promote the sport and increase participation.
- Implement a Beginners Program, aimed at juniors with no or little prior knowledge of Squash and how to play the game.

1.3 Women in Squash

- Promote and educate affiliates on methods for increasing female participation.

2. Facilities

GOAL: To maintain Squash Facilities professionally operated and financially sustainable

2.1 Assist Squash Centres to modernise their facilities and practices

- Encourage Centres and Clubs to have a professional online presence
- Provide training and education on the use of Matrix and Tournament Software
- Encourage Centres and Clubs to implement effective volunteer management practices
- Provide tools, resources and advice to clubs to attract and retain members

3. People

GOAL: Squash related personnel are a valued and crucial component of the sport;

- 3.1 Assist clubs and volunteers with varied skills to guide the strategic direction of Q Squash.
- Identify opportunities for volunteers to attend subsidised conferences and/or courses including the use of Australia Sport Commission online courses to improve governance and volunteer development.
 - Implement an incentive scheme to encourage people to undertake volunteer roles
 - Implement training programs including CAPS (Challenge, Achievements, Pathways in Sport) to target senior players as prospective Administrators or Board Members.
- 3.2 Provide clinics, with training and mentoring programs on specific aspects of coaching and referring.
- Provide assistance to enable clubs to conduct introductory programs, that include specific technique aspects, followed by specific games to practice then finish with
 - Conduct in-house training and meetings to keep volunteers motivated and updated.
 - Maintain regular communication with Coaches and Referees via a secure Group page on Facebook
 - Encourage each club to have an accredited coach and referee and promote Squash to the community
 - Appoint an appropriate member of the Board with good communication, to the role of Coach Coordinator.
- 3.3 Create partnerships with local education providers to assist students to gain skills and experience through volunteer roles
- Create links with the high schools, TAFE or Universities to encourage older students to volunteer and gain experience that links with their curriculum

4. High Performance

GOAL: Australia's representative players and teams will be World Class

- 4.1 Refine and deliver a talented player Performance Pathway in coordination with Squash Australia promoted programs.
- Promote talent identification opportunities for players.
 - Identify players with ability to advance to higher grades and encourage attendance at tournaments.
 - Encourage Senior and junior player buddies / mentors.
- 4.2 Create a high Performance Pathway which produces a pathway for all players to achieve their highest potential.
- Develop and implement a High Performance Training Program for advanced players to attain inclusion in National Talent Squads
 - Develop & nurture relationships with junior players, and their families, coaches and court operator
 - Assist to gain funding to support junior athletes
 - Promote profile of athletes through media opportunities and website.
- 4.3. Manage the National and State Junior competition circuit
- Plan and administer a yearly calendar of events in coordination with Squash Australia
 - Work collaboratively with Squash Australia to coordinate the National and State Junior Circuit
 - Promote Regional tournaments through Matrix, the Website and Social Media.
- 4.4. Work with Centres and Clubs to ensure there is the capability to deliver high quality events
- Review every event and assist with improvements to the events program.

5. Marketing and Promotion

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

5.1 Develop and implement a Communications and Engagement Plan

- Communicate regularly and effectively with everyone connected to squash
- Work with Regions, Centres and Clubs to implement a consistent look and feel.

5.2 Market squash to the wider community to inspire more people to play squash

- Develop a marketing strategy to promote squash in collaboration with Regions, Centres and Clubs.

5.3. Assist clubs to create links with other sporting clubs, schools, businesses and events

- Create partnerships with other sporting organisations to promote:
 - Social Squash opportunities for teams or clubs
 - Squash activities for fitness in their off season
- Create partnerships with Councils to:
 - Include squash in corporate events and games
 - Promotion of events through Council stakeholder networks.
- Promotion to Companies with Fly-in-Fly-out arrangements to assist with mental health and fitness of staff/ contractors

5.4. Circulate regular updates that incorporate interesting and fun content using Facebook and Instagram

- Monitor and update Facebook pages similarly diverting readers to the website for any new posts.
- Identify contacts within each Club to assist with capturing game action on film to upload onto YouTube, or Instagram.
- Explore other options, such as using a blog to promote game reviews or twitter to connect to a range of different people.

4. Governance

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

6.1 Provide strong and capable governance

- Review and modify the Q Squash Constitution and Regions to ensure consistency. (Consider membership categories for fee structures).
- Send out a copy of the proposed Constitution to members at least two weeks prior to being discussed and passed at the Annual General Meeting.
- Within three months of passing the Special Resolution, the Secretary must:
 - Complete and lodge Associations Incorporation Form 8
 - Complete a Application to “register an amendment of rules” and pay applicable fee to the Office of Fair Trading.

6.2 Implement and monitor the strategic direction of Q Squash

- Conduct well-structured and timely meetings to report on performance against the Strategic Plan and Operational Plan.
- Prepare Annual Report including Financial Statement of Accounts, Board Reports and Board Members Reports to be presented at the Annual General Meeting.
- Conduct a Members Satisfaction Survey – make it quick and easy. Survey Monkey (www.surveymonkey.co) is a great online survey resource that’s free!
- Conduct a member’s forum to review and amend plans to respond to stakeholders and market needs.
- Maintain open communication with volunteers, players and supporters to obtain their views and ideas for how the organisation is progressing.

6.3 Implement Board Governance using best practice, procedures and practices

- Review current Board Governance procedures including roles and accountabilities of committees
- Document internal practices and procedure into an Operations Manual to assist with succession planning.
- Ensure committees understand governance and financial accountability requirements of the Board

6.4 Source alternative revenue streams

- Appoint a volunteer Grants Writer to assist with identifying and submitting quality applications on behalf of Q Squash and affiliated organisations.
- Develop a professionally presented sponsorship package to approach businesses
- Establish relationships with funding providers including State and Local Governments

6.5 Support goals & objectives of the National Body:-

- Provide representatives for Squash Australia Committees
- Provide Briefs to Board Members on goals and objectives of the National Body.
- Squash Australia Members Service Agreement