



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 lycra and fitness equipment) than ever before
 - Online communities create opportunities for people to meet others 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 in light of 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 a number of areas;

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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 today's society. 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 have to 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.

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Lack of facilities

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 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 has to '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."

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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 (particular 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.

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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>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>No. of players (database)</td> <td>13,242</td> <td>13,275</td> <td>13,500</td> <td>13,750</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	No. of players (database)	13,242	13,275	13,500	13,750					
					Key Measures	2015	2016	2017	2018											
No. of players (database)	13,242	13,275	13,500	13,750																
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: yes/no															
	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: yes/no															
	iii. Develop 5 key products/programmes to target e.g. Oz Squash the education environment.	Medium	Participation Coordinator	2017 -2019	Develop 5 participation programmes: yes/no <table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>No. of programme participants</td> <td>19,379</td> <td>19,500</td> <td>19,750</td> <td>20,000</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	No. of programme participants	19,379	19,500	19,750	20,000					
Key Measures	2015	2016	2017	2018																
No. of programme participants	19,379	19,500	19,750	20,000																
3. Align the Sports Participation Strategy with the Education System.	i. Clearly map the Education environment – Universities and Schools – and monitor delivery of programmes in the sector.	Medium	Participation Coordinator	2017	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>No of School session delivered.</td> <td>9</td> <td>25</td> <td>50</td> <td>75</td> </tr> <tr> <td>Universities registered</td> <td>0</td> <td>15</td> <td>20</td> <td>25</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	No of School session delivered.	9	25	50	75	Universities registered	0	15	20	25
					Key Measures	2015	2016	2017	2018											
					No of School session delivered.	9	25	50	75											
Universities registered	0	15	20	25																

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	<i>II. Refresh the Schools programme resources.</i>	Medium	Participation Coordinator	2018	Completed: yes/no
	<i>III. Review Education linked competition programmes and create the appropriate competition structures to support participation programmes.</i>	Medium	Participation Coordinator	2017	Completed: yes/no
4. Development of the Squash Australia Workforce.	<i>i. Establish an eLearning portal for the development of the Squash workforce.</i>	Medium	Participation Coordinator	2018	Completed: yes/no

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KRA 2 Membership

Goal: Provide a best in class player experience

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: yes/no									
	ii. Improve communication channels to the squash community	High	Membership Coordinator	Q4 2016	Complete communication: yes/no									
	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>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Newsletter sign up total</td> <td>3270</td> <td>3400</td> <td>3600</td> <td>3800</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	Newsletter sign up total	3270	3400	3600
Key Measures	2015	2016	2017	2018										
Newsletter sign up total	3270	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: yes/no									
	ii. Develop a Court/Coach Programme finder function as part of the Squash Australia website.	Medium	CEO	2017	Completed: yes/no									
	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%											

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KRA 3 Events

Goal: Run world class events for all members

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure															
1. Develop a world class events capability.	<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: yes/no World Doubles Championships 2016 World Doubles Championships 2018															
	<i>ii. Employ an Events Coordinator and develop an Events Working Group.</i>	Medium	CEO	Q3 2016	Complete: yes/no															
	<i>iii. Develop a 4 year Events plan.</i>	Medium	Events Coordinator	Q4 2016	Complete: yes/no															
2. Develop an Australian PSA Tour Circuit to the benefit of Australian players.	<i>i. Establish an Australian PSA Circuit of events.</i>	High	Events Coordinator	Q3 2016	Complete an Events strategy document outlining mix of events, funding allocation and evidence.															
	<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>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total number of players on Australian Events Circuits</td> <td>*1143</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>No. of players participating in events</td> <td>21304</td> <td>21500</td> <td>21750</td> <td>22000</td> </tr> </tbody> </table>	Key Measures	2016	2017	2018	2019	Total number of players on Australian Events Circuits	*1143	x	x	x	No. of players participating in events	21304	21500	21750	22000
	Key Measures	2016	2017	2018	2019															
Total number of players on Australian Events Circuits	*1143	x	x	x																
No. of players participating in events	21304	21500	21750	22000																
<i>iii. Establish events – marketing and fundraising guidelines to help ensure Australian events are sustainable.</i>	Medium	Events Coordinator	2018	Guide Complete: yes/no																

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3. Ensure there are strong domestic events structures in place for players of all levels.	i. Develop a National grading system for Squash Australia players.	Medium	Events Coordinator	2018	Complete: yes/no				
	ii. Develop a National competition series for each grade of player.	Medium	Events Coordinator	2018	Complete: yes/no				
	iii. Develop an automated ranking system.	Medium	Events Coordinator	Q4 2016	Complete: yes/no				
4. Ensure there are enough referees and trained workforce regionally to support the event structure.	i. Develop a 4-year referee plan	High	Events Coordinator	Q4 2016	Complete Referee plan				
	ii. Assist States to increase overall referee numbers. Develop a training plan for developing the number of referees within each State/Territory.	High	Events Coordinator	Q4 2016	Key Measures	2015	2016	2017	2018
					Total No Referees	52	55	59	62
					WSF	3	3	4	4
Regional					5	5	6	6	
National					8	8	10	10	
State					17	18	19	20	
Club	27	29	30	32					
iii. Develop content for the referee section of the eLearning resource to help grow a strong grassroots Referee base.	High	Education Coordinator	Q3 2016	Complete Foundation/Club accreditation for the referee section of the eLearning resource. Complete: yes/no					

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KRA 4 Squash Facilities

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure										
1. Complete an audit of facilities across Australia documenting facility details and owners. Promote their existence and maximise their usage	<i>i. Establish the number of Individual centre courts and increase.</i>	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total No Individual centre courts</td> <td>1104</td> <td>1100</td> <td>1100</td> <td>1100</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	Total No Individual centre courts	1104	1100	1100	1100
	Key Measures	2015	2016	2017	2018										
	Total No Individual centre courts	1104	1100	1100	1100										
	<i>ii. Establish the number of Franchise/Chain and increase.</i>	High	Participation Coordinator	2016 – 2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total No of franchise courts</td> <td>185</td> <td>186</td> <td>187</td> <td>188</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	Total No of franchise courts	185	186	187	188
Key Measures	2015	2016	2017	2018											
Total No of franchise courts	185	186	187	188											
<i>iii. Establish the number of Educational facilities and increase.</i>	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total No of Educational courts</td> <td>95</td> <td>96</td> <td>97</td> <td>98</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	Total No of Educational courts	95	96	97	98	
Key Measures	2015	2016	2017	2018											
Total No of Educational courts	95	96	97	98											
<i>iv. Establish the number of Public owned facilities and increase.</i>	High	Participation Coordinator	2016 -2020	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total No of publically owned courts</td> <td>205</td> <td>206</td> <td>207</td> <td>208</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	Total No of publically owned courts	205	206	207	208	
Key Measures	2015	2016	2017	2018											
Total No of publically owned courts	205	206	207	208											
2. Develop a 4 year Facilities plan to include information pieces about building, maintenance, standards and managing Squash venues.	<i>i. Develop a four year Facilities plan.</i>	Medium	Participation Coordinator	Q4 2016	Document complete: yes/no										
	<i>i. Establish a focus group to help create innovative ideas for development of Squash facilities.</i>	Medium	Participation Coordinator	Q3 2016	Document complete: yes/no										
	<i>i. Produce a best practice guide for centre operators around marketing their centre.</i>	Medium/High	Participation Coordinator	2018	Complete: yes/no										

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3. Centre Operator programmes - develop products to help the delivery of the sport i.e. finance, signage, programs, and IT mechanisms.	<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											
	<i>ii. Develop marketing packages for affiliated centres e.g. posters and programme linked materials.</i>	Low	Participation Coordinator	2017	Complete: yes/no											
	<i>iii. Use technology to increase the benefits of association of Squash centres to Squash Australia.</i>	Medium	Participation Coordinator	2017	Complete: yes/no											
3. Develop a Business packages to facilitate the construction of new Squash Centres.	<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											
	<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											
	<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>2015</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>0</td> <td>50</td> <td>100</td> <td>150</td> <td>200</td> </tr> </tbody> </table>	Key Measures	2015	2016	2017	2018	2019	No of registered centres contact details	0	50	100	150
Key Measures	2015	2016	2017	2018	2019											
No of registered centres contact details	0	50	100	150	200											

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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>i. Employ a world class performance team</i>	High	CEO	Q2 2016	Complete: yes/no
	<i>ii. Employ a HP manager and HP coach</i>	High	CEO	Q2 2016	Complete: yes/no
	<i>i. Develop a High Performance Strategy document</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>ii. Open a national training centre with daily monitored training</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>iii. Establish suitable overseas training bases to support programme</i>	High	Performance Manager	Q4 2016	Complete: yes/no
	<i>iv. Provide access to world class support services</i>	High	Performance Manager	Q1 2016	Complete: yes/no
2. Develop a 'Winning Edge' performance group targeting world class medal success	<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

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	<p><i>ii. Provide coaching, administrative and financial support to players to allow them to achieve world class success.</i></p>	High	Performance Manager	Q2 2016	<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>Medals at Commonwealth Games/ Youth CG</td> <td>n/a</td> <td>n/a</td> <td>2</td> <td>n/a</td> </tr> <tr> <td></td> <td>n/a</td> <td>n/a</td> <td>n/a</td> <td>1</td> </tr> <tr> <td rowspan="2">Position at World Team Champs (M/F)</td> <td>n/a</td> <td>3-4</td> <td>n/a</td> <td>3-4</td> </tr> <tr> <td>5-8</td> <td>n/a</td> <td>5-8</td> <td>n/a</td> </tr> <tr> <td rowspan="2">Position at World Jnr Team Champs (M/F)</td> <td><10</td> <td>n/a</td> <td><8</td> <td>n/a</td> </tr> <tr> <td>n/a</td> <td><10</td> <td>n/a</td> <td><8</td> </tr> <tr> <td rowspan="2">No. of Individual World Championship Targets (Snr/Jnr)</td> <td>9/16</td> <td>9/16</td> <td>5/8</td> <td>5/8</td> </tr> <tr> <td>9/16</td> <td>9/16</td> <td>5/8</td> <td>5/8</td> </tr> </tbody> </table>	Key measures	2016	2017	2018	2019	Medals at Commonwealth Games/ Youth CG	n/a	n/a	2	n/a		n/a	n/a	n/a	1	Position at World Team Champs (M/F)	n/a	3-4	n/a	3-4	5-8	n/a	5-8	n/a	Position at World Jnr Team Champs (M/F)	<10	n/a	<8	n/a	n/a	<10	n/a	<8	No. of Individual World Championship Targets (Snr/Jnr)	9/16	9/16	5/8	5/8	9/16	9/16	5/8	5/8
	Key measures	2016	2017	2018	2019																																										
	Medals at Commonwealth Games/ Youth CG	n/a	n/a	2	n/a																																										
		n/a	n/a	n/a	1																																										
Position at World Team Champs (M/F)	n/a	3-4	n/a	3-4																																											
	5-8	n/a	5-8	n/a																																											
Position at World Jnr Team Champs (M/F)	<10	n/a	<8	n/a																																											
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	9/16	9/16	5/8	5/8																																											
<p><i>iii. Establish the process of annual performance review with player and stakeholders involved e.g. parents, personal coach.</i></p>	Medium	Performance Manager	Q4 2016	Complete: yes/no																																											
<p><i>iv. Complete 360 degree reviews of players twice a year</i></p>	High	Performance Manager	Q3 2016																																												
<p>3. Establish a World Class High Performance Coach environment.</p>	<p><i>i. Develop a HP Coaching system pathway document in partnership with State Associations document to help navigation through the coaching system.</i></p>	Medium	Performance Manager	2017	Complete: yes/no																																										
	<p><i>ii. Implement state of the art coach education system</i></p>	Medium	Performance Manager	2017	Complete: yes/no																																										

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	<i>iii. Develop a coach leadership programme in partnership with the AIS</i>	High	Performance Manager	Q3 2016	Complete: yes/no
	<i>iv. Create a Coaching bursary for coaches within the system to help develop and support them.</i>	Medium	Performance Manager	2018	Complete: yes/no
	<i>v. Develop a National Junior Coaching team</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>vi. Review quality control mechanism</i>	High	Performance Manager	Q3 2016	Complete: yes/no
	<i>vii. Recruit Coach Education Officer</i>	High	CEO	Q2 2016	Complete: yes/no
4. Develop a World Class support services environment.	<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: yes/no
	<i>ii. Create annual support services passport plan for the National Junior Squads.</i>	High	Performance Manager	2018	National Junior Squash plan complete: yes/no
	<i>iii. Develop centralised camps as part of annual plan.</i>	High	Performance Manager	Q4 2016	High performance Camp run: yes/no
	<i>iv. Run twice yearly parent forums</i>	Medium	Performance Manager	2017	Complete: yes/no
5. Establish a High Performance working group of experts	<i>i. Develop a High Performance Working Group</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>ii. Review why SA have not retained or attracted the best HP staff</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>iii. Review what is needed to deliver successful HP programme</i>	High	Performance Manager	Q2 2016	Complete: yes/no
	<i>iv. Establish clear succession plan and identify relevant personnel for positions</i>	High	Performance Manager	Q2 2016	Complete: yes/no

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

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	iv. <i>Establish a link with an education establishment to do research in the biomechanical movement of squash.</i>	High	Performance Manager	Q3 2016	Complete: yes/no
	v. <i>Utilise Science and medicine to provide practical solutions to HP problems SA experiences at an international level.</i>	Medium	Performance Manager	Q4 2016	Complete: yes/no
8. Develop major events preparation plans	i. <i>Identify major High Performance events and training camps over a 4-year cycle.</i>	High	Performance Manager	Q3 2016	Complete: yes/no
	ii. <i>Ensure tournament plans match the individual's needs.</i>	High	Performance Manger & Coach	Q2 2016	Complete: yes/no
	iii. <i>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: yes/ no
9. Review court availability	i. <i>Access to more glass courts with various tin heights.</i>	Medium	Performance Manager	Q3 2016	Complete: yes/no
	ii. <i>Develop a plan for what types of courts are required from a performance perspective, match with current court availability and make a facilities plan.</i>	Medium	Performance Manager	Q4 2016	Complete: yes/no

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	iii. <i>Establish the requirements for high performance players, coaches and support staff</i>	High	Performance Manager	Q2 2016	Complete: yes
	iv. <i>Review current doubles court availability</i>	High	Performance Manager	Q3 2016	Complete: yes/no

KRA 6 Education

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. Develop the Coach Education framework to ensure all resources are complete.	i. <i>Complete the Foundation coach award.</i>	Medium	Education Coordinator	Q4 2016	Award complete: yes/no
	ii. <i>Complete the Club development award.</i>	Medium	Education Coordinator	2017	Award complete: yes/no
	iii. <i>Complete the Talent Development coach award and activate.</i>	Medium	Education Coordinator	2018	Award complete: yes/no
	iv. <i>Complete the Performance development coach award and activate.</i>	Medium	Education Coordinator	2020	Award complete: yes/no
	v. <i>Complete the High performance coach award.</i>	Medium	Education Coordinator	2022	Award complete: yes/no

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2. Promote knowledge of the rules across the general squash community.	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.	Medium	Education Coordinator	Q4 2016	Complete: yes/no				
	ii. Establish a Coach register for communication purposes.	Medium	Education Coordinator	Q4 2016	Key Measures	2016	2017	2018	2019
					Total No. of coaches in system	550	600	650	700
					Foundation	109	139	169	199
					Club Development	380	398	413	425
					Talen Development	54	56	59	63
					Performance Development	7	7	9	9
					High Performance	0	0	0	0
	iii. Run a National Coaches Conference and encourage States Coaches conferences.	Medium	Education Coordinator	2017	Key Measures	2017	2018	2019	2020
					No of attendees	10	15	20	25

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3. Develop links to maximise research opportunities	<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: yes/no
	<i>ii. Activate research leads across an array of opportunities.</i>	Low	Education Coordinator	2019	Activate at least on research lead: yes/no

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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. International bodies	Medium	CEO	2017-2020	Key Measures	2017	2018	2019	2020
					No of Directors	4	6	8	10
	ii. National bodies	Medium	CEO	2017-2020	Key Measures	2017	2018	2019	2020
					No of Directors	10	15	20	25
	iii. Other groups	Medium	CEO	2017-2020	Key Measures	2017	2018	2019	2020
					No of Directors	10	15	20	25
2. Develop an integrated influence plan with State partners across community sport.	i. State government	Medium	CEO	2017	Established: yes/no				
	ii. Local government	Medium	CEO	2017	Established: yes/no				
	iii. Educational environment	Medium	CEO	2017	Established: yes/no				
3. Develop an Ambassador programme of Squash linked stakeholders with national profile.	i. Find a mutually beneficial National Charity to work with.	Low	CEO	2018	Selected Charity to work with on good causes: yes/no				
	ii. Develop an exit pathway for performance players in transition from full time career in cooperation with the States.	Low	CEO	2018	Develop exit pathway system involving education and business mentor for retiring elite players: yes/no				
	iii. Establish a formal network of official Squash Australia ambassadors from within and outside the sport.	Low	CEO	2018	Key Measures	2017	2018	2019	2020
				Ambassador numbers	2	4	5	6	

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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	Key Measures	2016	2017	2018	2019	
					Web traffic target	780k	800k	820k	840k	
	ii. Establish a SquashAustralia.TV streaming channel for digital content.	Medium	Membership Coordinator	Q3 2016	Key Measures	2016	2017	2018	2019	
					SA.TV followers target	80	150	200	250	
	iii. Establish Twitter accounts by function and cross communicate.	High	Membership Coordinator	Q4 2016	Key Measures	2015	2016	2017	2018	2019
					Twitter followers	451	850	950	1100	1200
					Facebook followers	848	1500	1800	2200	2400
					Key Measures	2015	2016	2017	2018	2019
					HP Twitter followers	0	50	100	150	200
Event Twitter followers					0	50	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: yes/no					

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	<i>ii. Develop an advisory group to support innovation in the area.</i>	High	Membership Coordinator	Q3 2016	Completed: yes/no					
3. Develop and activate a Squash Australia Marketing plan.	<i>i. Develop a Marketing plan</i>	High	Membership Coordinator	Q4 2016	Marketing plan complete: yes/no					
	<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: yes/no					
	<i>iii. Develop a 4-year Media plan</i>	High	Membership Coordinator	Q4 2016	Media plan complete: yes/no					
4. Develop a Squash Australia product presentation, develop and activate a target list of opportunities.	<i>i. Prepare the Squash Australia portfolio, ready for market.</i>	Low	Membership Coordinator	2017	Key Measures	2016	2017	2018	2019	2020
					Non grant income	30%	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: yes/no					
	<i>iii. Establish a Commercial working group with experts from within the squash community.</i>	Low/Medium	CEO	Q4 2016	Complete: yes/no					

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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				
					Key Measures	2016	2017	2018	2019
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	ASC Governance Principles	90%	95%	95%	100%
	ii. Provide regular board review and training	High	CEO	Q4 2016	Complete board training: yes/no				
	iii. Provide external review of the Board	High	CEO	Q4 2016	Complete board review: yes/no				
2. Ensure there is excellent controls around Finance via the AFRC	i. Establish 6 month financial reserves	Medium	CEO	2018	Achieved: yes/no				
	ii. Create a risk register and update each quarter	Medium	CEO	Q4 2016	Achieved: yes/no				
	iii. Ensure there is exceptional Staff performance - Staff appraisals, training and controls by implementing new HR system	Medium/High	CEO	Q4 2016	Complete: yes/no				
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 yes/no				
	ii. Increase commercial income by 10%	Medium	CEO	2018	Complete yes/no				

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	<i>iii. Develop a 4-year commercial plan with an aim to reduce ASC funding to <50% of total income.</i>	Medium	CEO	2018	Complete: yes/no
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