



SQUASH IN AUSTRALIA 2016 – 2022

Leading the growth of
squash in Australia

SQUASH 
AUSTRALIA



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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 Sport Australia:

- 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:

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

With the changes has come the Sport Australia Winning Edge which, along with increased competition from other sports and flat funding for sport from the government. As a result of this Squash Australia High Performance has lost \$1.2 million in funding over the past 5 years. This has resulted in declining affiliations which has lowered the organisation income by \$80,000. Moreover, 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 there is a need to transform the sport to a fast, dynamic sport which is prevalent 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 community, 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
- ✓ To 188,000 in 2018/19 (Updated March 2019)

The above figures clearly demonstrate that the number of people playing squash, be it social or competition, is declining. The reality is that these figures cannot be ignored and is a point of 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, and how to entice a new beginner and social class of players.

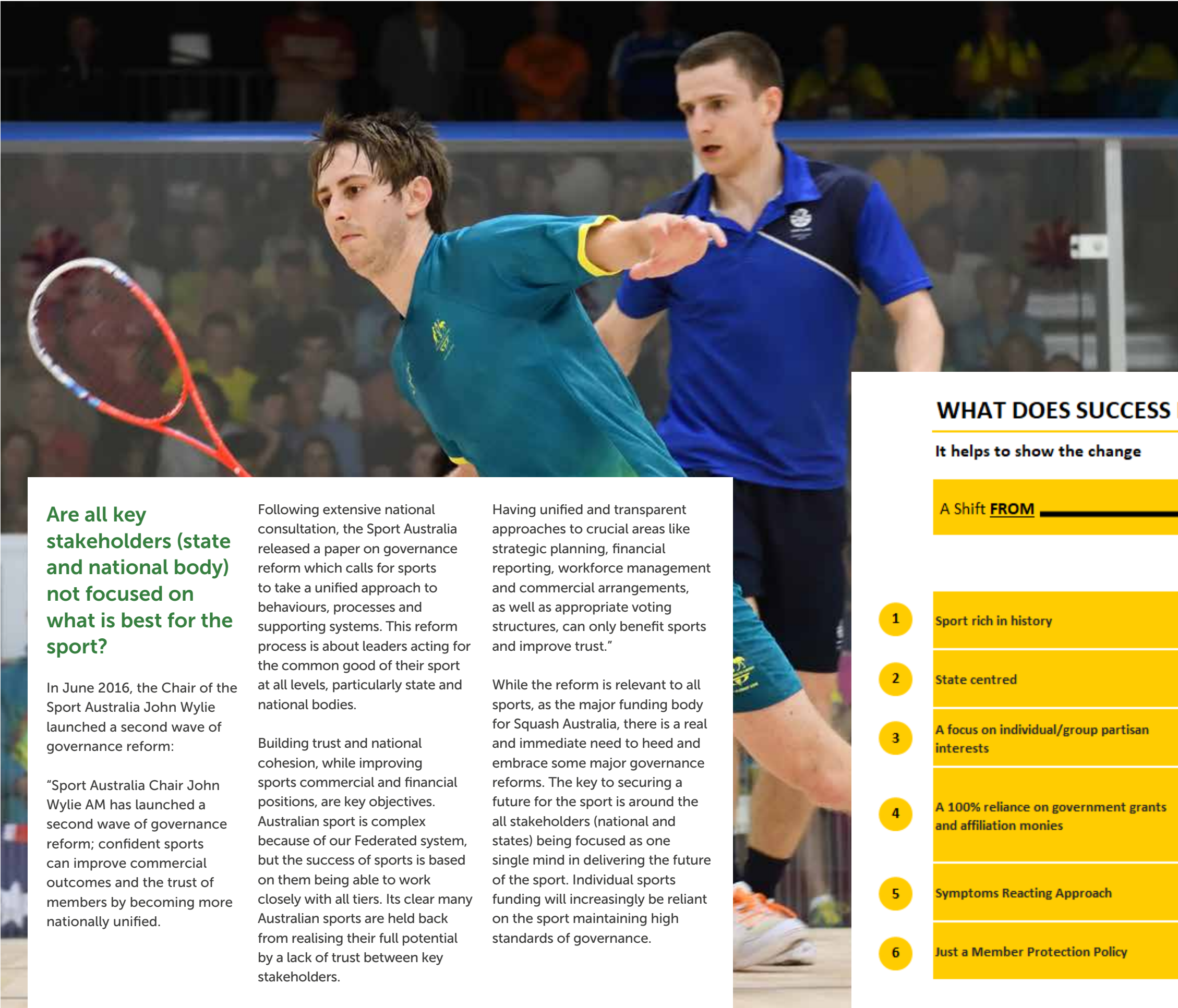


Lack of Facilities

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 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 between the lack of participants and the dwindling facilities. Whilst there is no simple solution to this major challenge of the lack of courts, squash across Australia as a collective need to develop a strategy to increase participation to maximise the current available court space. This needs to 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 focused on what is best for the sport?

In June 2016, the Chair of the Sport Australia John Wylie launched a second wave of governance reform:

“Sport Australia 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 Sport Australia 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.


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.”

While the reform is 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) being focused as one single mind in delivering the future of the sport. Individual sports funding will increasingly be reliant on the sport maintaining high standards of governance.

WHAT DOES SUCCESS LOOK LIKE?

It helps to show the change

A Shift <u>FROM</u> 		A Shift <u>TO</u>
1	Sport rich in history	Sport for tomorrow
2	State centred	Customer centred
3	A focus on individual/group partisan interests	What is best for the whole of the sport for the next 100 years
4	A 100% reliance on government grants and affiliation monies	Self-sufficient with funding available through multiple income streams and reliance on government grants below 50% of overall income
5	Symptoms Reacting Approach	Strategic Systems Approach
6	Just a Member Protection Policy	Integrity Framework and culture for a safe, friendly and welcoming sport



Key Strategies

Strategy 1 Participation

Strategy 2 Membership

Strategy 3 Facilities

Strategy 4 Leadership Excellence

Strategy 5 High Performance

Strategy 6 Education

Strategy 7 Events

Strategy 8 Influence

Strategy 9 Profile

Squash Australia's Vision & Mission

Participation

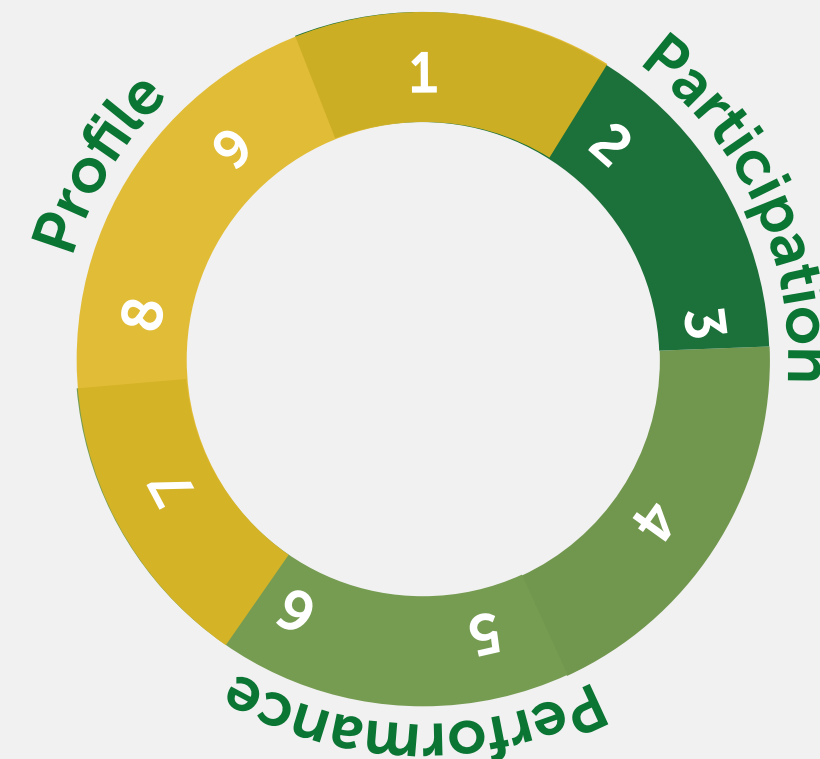
We will help children in Australia experience Squash through the school curriculum by working alongside teachers to help children experience and enjoy squash. We will promote squash as a key part of a healthy lifestyle that contributes to a positive work/life balance.

Performance

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.

Profile

We will ensure squash is perceived as a young, dynamic, inclusive and friendly sport.



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 to have 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

Togetherness Working together to make squash Australia's No. 1 racquet sport.

Belief Ambitious, creating the future for the sport.

Inclusive Include all of society.

Passionate Committed beliefs in the success of the sport.

Innovative Embracing change.

Transparent Ensuring a level playing field.

Key Strategic Areas

The focus of the organisation will be:

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



National & State Responsibilities

Squash Australia Responsibilities

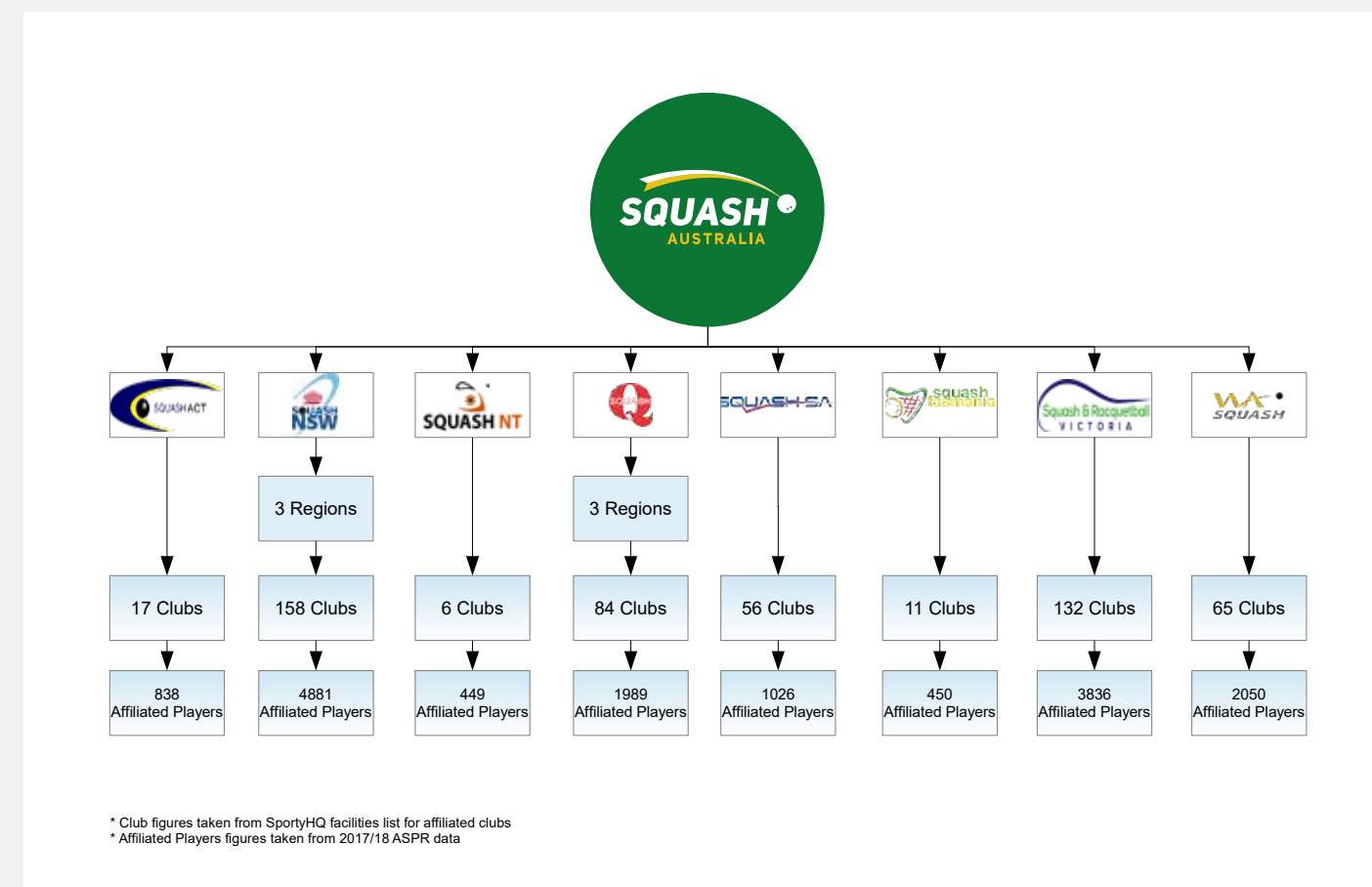
1. Regulate and advance the game of squash throughout Australia
2. Promote, represent and advocate for squash nationally
3. Represent squash internationally and contribute to the greater good of the game
4. Organise, enhance and deliver premier and international competitions and events
5. Select, nurture and support representative teams and international players to be successful
6. Manage and enhance the squash grading (rating) system
7. Develop and deliver successful high performance, national coaching and national referee programmes
8. Develop and disseminate support resources, tools and guidelines that are best organised once centrally. Examples include centralised IT systems and participation “products” and tools which help States, clubs, and squash facilities run the game locally
9. Attract new investment to enhance the long-term sustainability of squash in Australia
10. Conduct/obtain research on squash and wider sector to disseminate to States and clubs
11. Facilitate State collaboration

State Responsibilities

1. Represent, advance, promote and advocate for squash regionally
2. Organise and enhance State competitions and major events
3. Select and support State representatives and teams
4. Develop and deliver successful State programmes for local player development, basic level coaching and referees which are co-ordinated with national programmes
5. Promote and support regional communities and grow squash regionally
6. Provide face-to-face operational and development support to clubs, schools, universities and squash facilities
7. Facilitate club collaboration

Centre/Club Responsibilities

1. This plan recognises that clubs themselves determine how they serve their local communities and how they operate. The free key club responsibilities are:
2. Build and maintain courts
3. Provide squash programmes which attract and retain players
4. Promote squash locally



Year Three Strategy Update - 2018

We have recently passed the halfway mark of our Squash Australia 2016 – 2022 Strategy and it is a pleasure to report on a successful three years of delivery.

This strategy was developed with all squash stakeholders in 2015 and this year is the perfect opportunity to review, reflect and enhance the sport we all love for the future.

There are a number of challenges for the sport especially in the development space and for the first six months of 2019 we have worked through a Squash Development Framework process with both qualitative and quantitative research which will culminate in an additional State conference in June 2019 to reaffirm priorities, timelines and key performance indicators for the next three years.

Over the past three years squash has been lucky to rely on passionate stakeholders across the sport - players, parents, referees, coaches, volunteers and administrators – who have made the sport thrive. We could not function without everyone involved working hard throughout the year, so a special thank you for everything everyone does. Your feedback the past months has been instrumental in driving the sport forward.

Below are just some of the highlights from the past three years:

- A very successful Commonwealth Games on and off the court
- AUS PLAY Participation data up from 110,000 (2015) 188,000 (2019) Up 142%
- Full Player Affiliation numbers up 12,405 to 15,519 up 120%
- Turnover up from 1.45 million (2014) to 3.1 million (2018) Increase of 214%
- Joint top Commonwealth Squash Medal Table – Two Gold and a Bronze
- World Men's Doubles Champions 2018
- New National Squash Centre at Carrara, Gold Coast (opened September 2018)
- Legacy Glass Show Court
- Revamped coach education system
- Completely integrated ITplatform
- Hosting of two World Championship events and the World Coaches Conference
- 99% Green rated by Sport Australia through their Australian Sports Performance Review (The only negative is the remaining reliance on government funding)

Like many sports, squash continues to face the serious pressures laid out in the 2015 Strategy introduction. Increasing demands on people's time and

the increasing explosion of health and fitness activities that are available to people means that we are increasingly needing to compete with the wider commercial sector. There are three chronic areas of concern.

Despite some facility success stories, our research highlights a serious issue with the age and quality of squash facilities in general throughout Australia, and we know not being in the Olympics increases the challenges for all of us. When I joined in 2015, I wanted to take a fresh look at the squash landscape, I engaged with colleagues, volunteers, coaches at the grassroots of the game. What was very clear was a need to work together, behind a united vision of the game, a line across the sport that helps us grow squash in what is a very competitive Australian sporting environment.

Despite the size of the country I thought at times we had made progress with that, but unfortunately there is significant room to improve collaboration, cohesion and alignment. This remains the biggest risk for the sport in Australia.



Year Three Strategy Update Continued...







Another major area of concern is junior squash, especially in schools. This despite exceptional participation growth during the past four years. When you more deeply analyse the data, the growth is from increased participation from players 30 years of age and older, we have been successful at getting players back on the court and reconnecting.

However, the figures for players under 18 has fallen considerably which is a major concern. This is reflected in the number of

children involved with school programmes in the past twelve months. Over the past year in line with the Squash Australia Strategy review, we have taken a parallel review of the sport through the development framework research consultation to provide evidence to help guide decisions for the sport. We have talked to as many different parts of the wider squash family and partners as we could. By intently listening to this feedback, we are going to better understand the challenges that we face and be able to make the

right decision for the sport to respond to these challenges. What we are hearing is that we all want a sport that is as relevant, as accessible, welcoming and enjoyable as it possibly can. Squash opened up! Opened up to anyone with an interest in it, players of all abilities and backgrounds and significantly more fans and engagement across the sport.

Participation Programme Development and Activation

SQUASH AUSTRALIA PARTICIPATION PROGRAMS	2019		2020	
	JUNE	NOV (AGM)	JANUARY	NOV (AGM)
 SQUASH GIRLS CAN	PILOT 6 UNI'S	PRESENTATION	LAUNCH →	
 OZ SQUASH	→ LAUNCHED (NEEDS REVAMP)		REVAMP FOCUS	
 PLAY • MOVE • LEARN	PILOT- CARRARA	PRESENTATION	→ SOFT LAUNCH	
 CARDIO SQUASH	PILOT- CARRARA	PRESENTATION	→ SOFT LAUNCH	
 SOCIAL SQUASH			DEVELOPMENT OF PROGRAM	PRESENTATION
 POP-UP SQUASH	FULLY LAUNCHED			



List of Directors and Staff

Board



David Mandel
President



Michelle Martin
Director



Joanne Brodie
Director



Dale Robbins
Director



Chris Sinclair
Director



Nathan Turnbull
Director



Mick Jaroszewicz
Director

Audit, Finance and Risk Committee



Richard Majlinder
AFRC Chair



Mick Jaroszewicz
Committee Member



Robert Nicholls
Committee Member



David Mandel
Committee Member

Nominations and Remuneration Committee



Margot Foster
Chair



Dale Robbins
Director

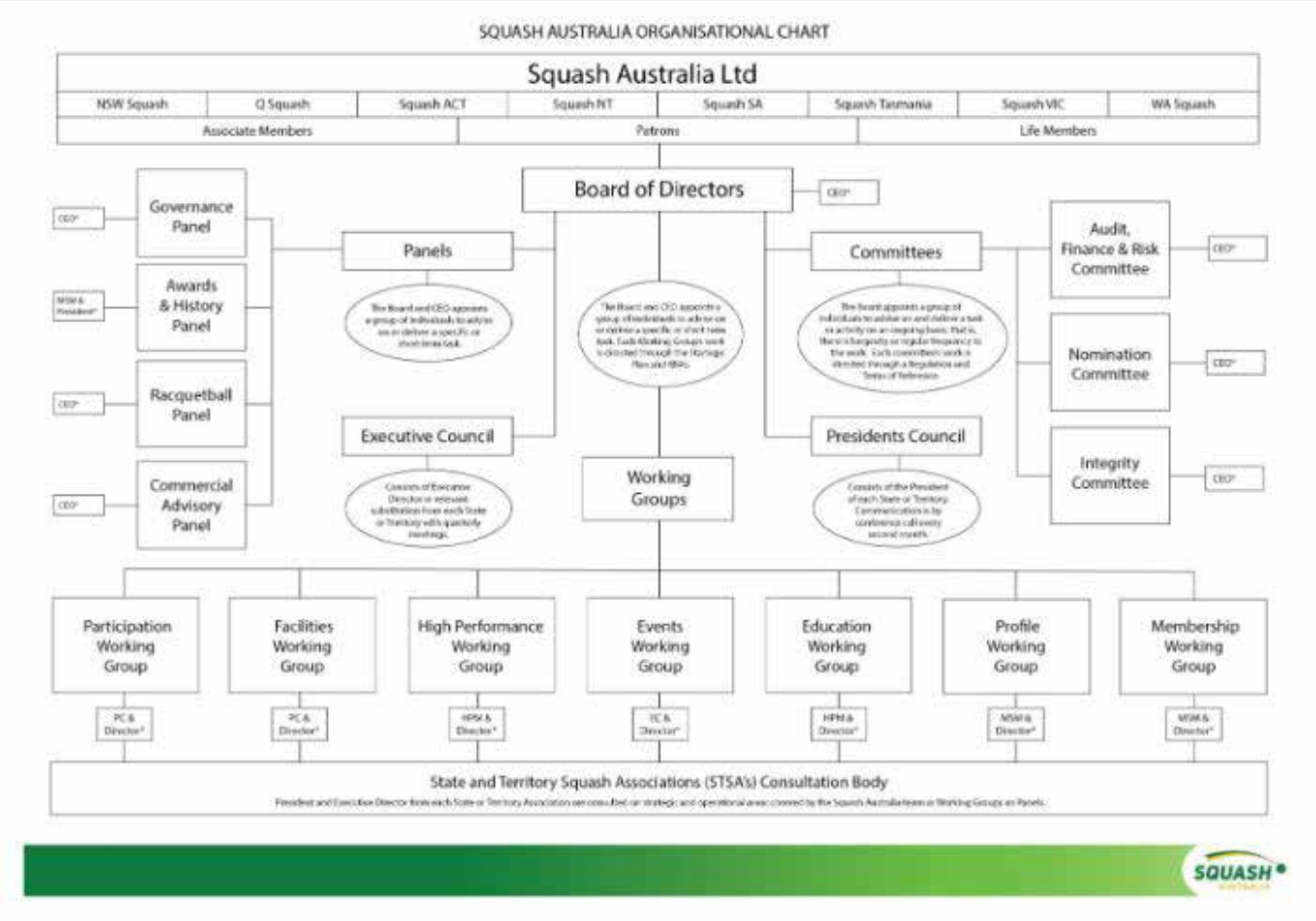


Independent
Committee Member



Sport Australia
Representative

Squash Australia Organisational Chart



Meet the Team



Richard Vaughan
CEO



Paul Price
National Coach



Scott Rollinson
PR & Communications
Manager



Lachlan Johnston
High Performance
Manager



Edward Selman
Business Development
Coordinator



Thomas Calvert
Education Coordinator



Jordan Till
Events Coordinator



Russell Weatherburn
Membership Coordinator



George Clinton
Community Facilities
Coordinator



Meredith Hodson
Sporting Schools
Coordinator

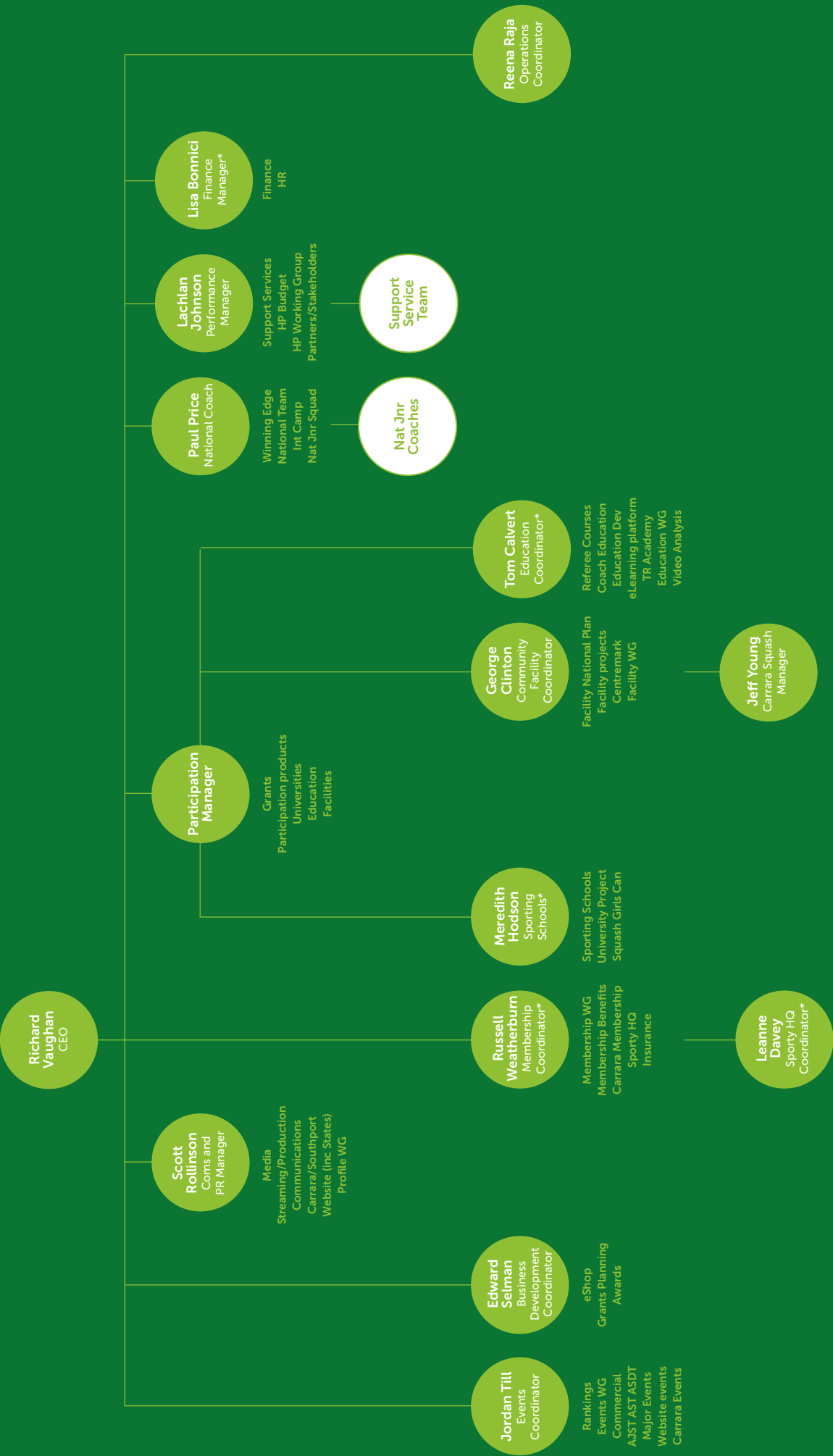


Leanna Davey
SportyHQ Coordinator



Reena Raja
Operations Coordinator

Squash Austrlia Staff Chart



Strategic Outcomes



Benefits of Affiliation

SQUASH AUSTRALIA



- Websites
- CRM
- Competition Software
- Integration



- Public liability insurance
- Management liability insurance
- Personal accident insurance

State Support

- Free squash racquets
- Free school packs
- Free squash balls
- Cash support towards initiatives



UNDERSTAND THE RETURN ON INVESTMENT FROM A SQUASH COURT



INCREASE YOUR TURNOVER BY \$20K A YEAR
AND ATTRACT NEW BUSINESS WITH INTERACTIVE SQUASH

24/7 COURT TECHNOLOGY
ATTRACT NEW BUSINESS AND INCREASE YOUR TURNOVER **BY \$50,000**



WHAT A 3 COURT SQUASH SYSTEM EQUATES TO =
3 SINGLES SQUASH COURTS = 2 DOUBLES SQUASH COURTS
= 8 TABLE TENNIS COURTS = **\$100 AN HOUR**

33
COMMONWEALTH GAMES MEDALS SINCE 1998



VARIETY OF PROGRAMS

- CARDIO SQUASH
- SOCIAL SQUASH
- SQUASH GIRLS CAN
- OZ SQUASH



432 SQUASH CENTRES
1572 SQUASH COURTS



Forbes
RATED IT THE NUMBER 1 HEALTHIEST SPORT TO PLAY



17 WORLD CHAMPIONSHIPS SINCE 1976



4-YEAR GROWTH IN BOTH PARTICIPATION & MEMBERSHIP NUMBERS



