

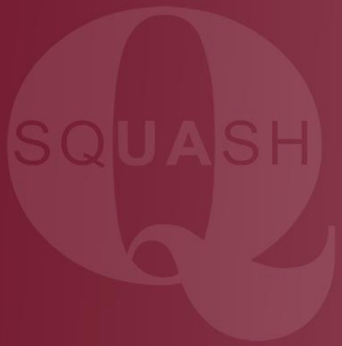
# Strategic Plan 2016-19

Version 1.0

Imagine - Invest – Inspire

Leading the growth of Squash in Queensland.

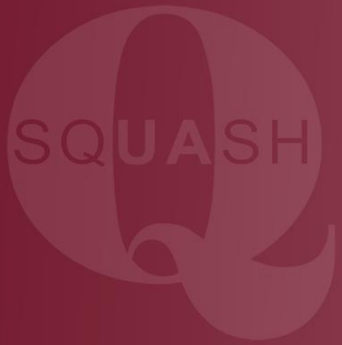




# Document History

Version	Date Reviewed	Changed By	Date Endorsed	Change/Comment
0.1	15/08/2016	Roslyn Preston– Q Squash President		First Draft
1.0	13/11/2016	Roslyn Preston– Q Squash President	14/11/2016	Feedback incorporated





# Squash in Queensland

## VISION

**Educational** – We will help children in Queensland experience Squash through a range of experiences.

**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 Queensland players compete with distinction on the world stage.

## MISSION

To be an **innovative and respectable** sports organisation, and a successful racquet sport by enabling Queensland 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 Queenslanders;

Provide an excellent member experience;

Run first class events for all members;

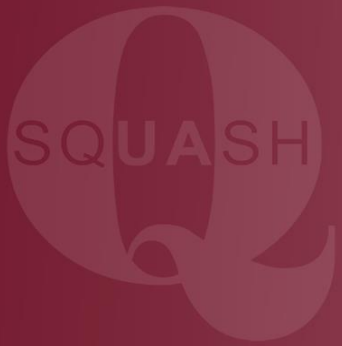
Squash facilities will be attractive, enticing, professionally operated and financially sustainable;

Queensland talent will be identified, nurtured and developed.

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

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





# Values

We are:

Collaborative: Bringing people together

Innovative: Embracing change for future development

Clear: Communicate objectives effectively

Ethical: Ensuring a level playing field for all stakeholders of the game

**Key Result Areas** - The focus of the organisation will be:

KRA 1 Participation;

KRA 2 Membership;

KRA 3 Events;

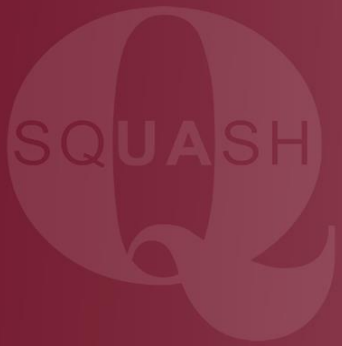
KRA 4 Facilities;

KRA 5 High Performance;

KRA 6 Education; and

KRA 8 Leadership Excellence

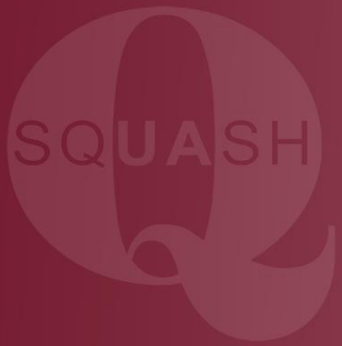




# KRA 1 Participation

Goal: Squash will be thriving participant sport for Queenslanders

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure				
1. Improve member engagement and registration.	i. Encourage club/centres use of a member CRM that can integrate as part of the national IT Strategy.  ii. Introduce the Social Membership program to Queensland  iii. Introduce the Affiliate Membership program to Queensland	High		Q1 2017	<b>Key Measures</b>	2016	2017	2018	2019
					No of full members	1,807	1,900	2,000	2100
					No of players participating in events	200	220	240	260
					No of school programme participants	40	200	300	400
					No of social members	0	500	600	700
					No of affiliate members	0	1000	1500	2000
2. Adopt Squash Australia Participation Programs that are aligned to our target markets	i. Consult with Squash Australia, other States and clubs and centres to identify appropriate participation programs for Queensland roll out.	High		Q2 2017	2 new programs introduced to Queensland Clubs each year (as they're available from Squash Australia).				
3. Continue to promote the OzSquash Program to Queensland schools	i. Send out marketing collateral to Queensland Schools to encourage uptake	High	OzSquash Contractor	Q3 2016	<b>Key Measures</b>	2016	2017	2018	2019
					No of School session delivered.	4	20	30	40

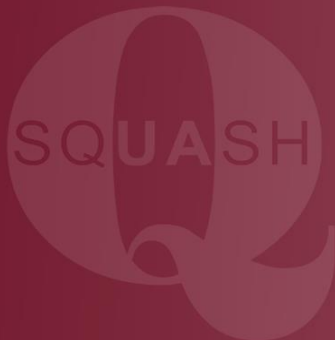


# KRA 2 Membership

Goal: Provide an excellent member experience

Strategy	Sub Strategies	Priority	Responsible	Timeline	Measure
<b>1. Increase the value of being a member of Q Squash.</b>	<i>i. Improve communication channels to all Squash players – website, CRM, Newsletter, social media, YouTube, generic advertising material and magazine.</i>	High		Q2 2017	Channel setup complete by 30 July 2017
	<i>i. Develop the segmented communication capability in partnership with the Regions.</i>	Medium		2016 - 2018	Segmented communication capability established by 31 December 2017

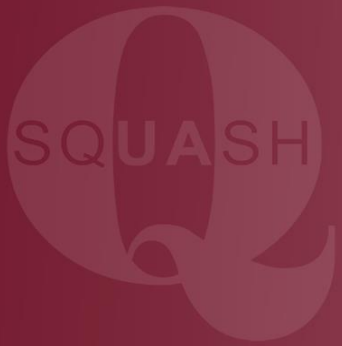




# KRA 3 Events

Goal: Run first class events for all members

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure																																			
1. Support the Queensland PSA Tour Circuit to the benefit of Queensland players.	i. Maintain the Queensland PSA Circuit of events.	High		Ongoing	Secure and maintain 4 PSA events for Queensland by December 2018.																																			
	ii. Work with Squash Australia to ensure player numbers are increasing in the Queensland competition structure.	Medium		2016 - 2018	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2015</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Total No of players Queensland PSA tour Circuit</td> <td>130</td> <td>260</td> <td>280</td> <td>300</td> </tr> </tbody> </table>	Key Measures	2015	2017	2018	2019	Total No of players Queensland PSA tour Circuit	130	260	280	300																									
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Total No of players Queensland PSA tour Circuit	130	260	280	300																																				
iii. Rollout Squash Australia events – marketing and fundraising guidelines to help ensure Queensland events are sustainable.	Medium		2018	Guide Complete and applied for all major Queensland events.																																				
2. Ensure there are enough referees and trained workforce regionally to support the event structure.	i. Increase overall referee numbers.	High		Q4 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>Total No Referees</td> <td>30</td> <td>169</td> <td>227</td> <td>293</td> </tr> <tr> <td>WSF</td> <td>1</td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>Regional</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>National</td> <td>0</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>State</td> <td>7</td> <td>12</td> <td>17</td> <td>22</td> </tr> <tr> <td>Club</td> <td>20</td> <td>150</td> <td>200</td> <td>250</td> </tr> </tbody> </table>	Key Measures	2016	2017	2018	2019	Total No Referees	30	169	227	293	WSF	1	1	2	3	Regional	2	3	4	5	National	0	3	4	5	State	7	12	17	22	Club	20	150	200	250
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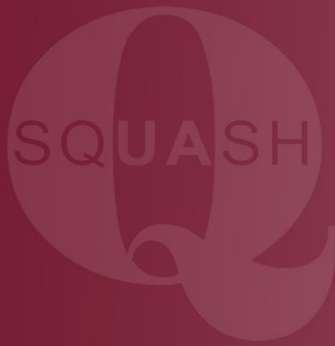
# KRA 4 Squash Facilities

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. Support the maintenance of high quality and sustainable squash facilities in Queensland.	i. Distribute Squash Australia information and support materials to Queensland clubs/centres.	Medium	The Board	2016 -2020	Information is distributed in a timely manner.





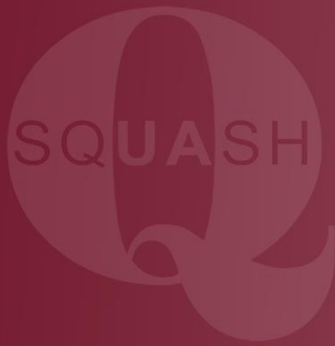


# KRA 5 High Performance

Goal: Queensland talent is identified, nurtured and developed.

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. Maintain the Talent Development pathway for Queensland Squash Players	i. <i>Develop a Talent identification System throughout Queensland in cooperation with Squash Australia.</i>	Low	Education Director		System is developed and maintained by 31 December 2018.



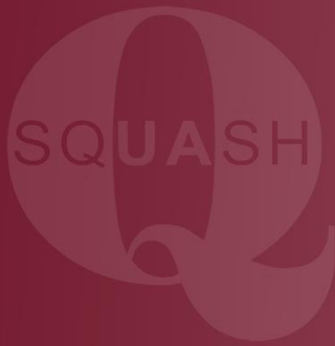


# KRA 6 Education

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. Improve the accessibility of education opportunities to Queensland coaches, referees and administrators.	i. Promote the E-Learning Platform to new and existing coaches, referees and administrators.	Medium	The Board/Regions	Q3 2017	E-Learning platform is accessible to Queenslanders by 31 December 2017.
2. Provide Queensland coach professional development opportunities	i. Run the Queensland Coaches Conference and encourage participation.	Medium	Education Director/Board	2017	2 conferences are run in Queensland by 31 December 2019.





# KRA 7 Leadership Excellence

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

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
<b>1. Be a leader for Governance in Queensland Sport</b>	<i>i. Regularly review Q Squash policies and procedures to ensure their ongoing relevance</i>	High	President	Ongoing	Policies and procedures reviewed annually.
	<i>ii. Provide regular board review and opportunities for training</i>	High	President	Ongoing	Board review and skills audit completed annually.
<b>2. Ensure there is always excellent controls around the Administration &amp; Finance of the sport.</b>	<i>i. Create a risk register and update each quarter</i>	Medium	President/Treasurer	Q4 2016	Achieved: yes/no

