



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 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 Australia Strategic Plan 2016 - 2022

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 June 2019 – document written in December 2015)

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.”

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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.

VISION

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.

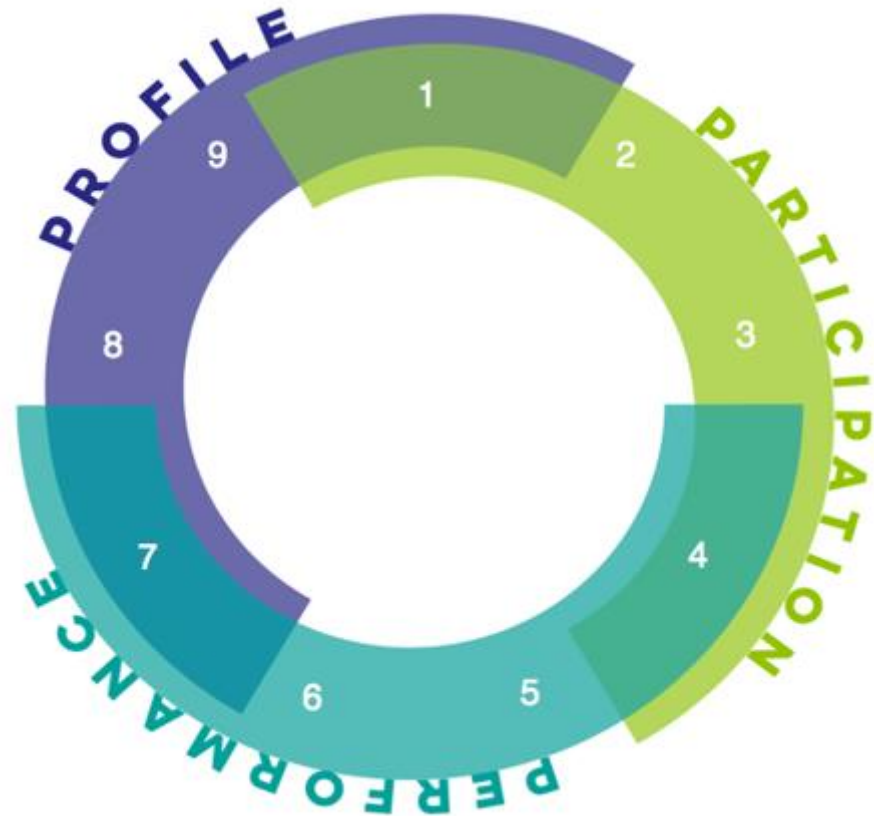
VALUES

- 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



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KSA 1 Participation

Goal: Squash will be thriving participant sport for all Australians

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measures																																																												
1. Ensure high quality, accessible competitive pathways are available for participants of all ages and stages.	i. Identify creative event and competition formats that will attract new markets and increase participation.	Develop and maintain a view of opportunities and weaknesses relating to the current event and competition formats of the squash delivery system.	Participation Manager (PM)	CEO	Q4 2019	<table border="1"> <thead> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2016</th> <th colspan="2">2017</th> <th colspan="2">2018</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Full Active Members</td> <td>15,351</td> <td>14,000</td> <td>18,229</td> <td>18,000</td> <td>19165</td> <td>19,000</td> </tr> <tr> <td>Program Participants</td> <td>21861</td> <td>20,000</td> <td>18,299</td> <td>23,000</td> <td>29640</td> <td>25,000</td> </tr> <tr> <td>School Participants</td> <td>26495</td> <td>27800</td> <td>28,032</td> <td>28,000</td> <td>25592</td> <td>27,000</td> </tr> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2019</th> <th colspan="2">2020</th> <td colspan="2" rowspan="4"></td> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> <tr> <td>Full Active Members</td> <td></td> <td>19,500</td> <td></td> <td>20,000</td> </tr> <tr> <td>Program Participants</td> <td></td> <td>26,000</td> <td></td> <td></td> </tr> <tr> <td>School Participants</td> <td></td> <td>21,000</td> <td></td> <td></td> </tr> </tbody> </table>	Key Measures	2016		2017		2018		A	T	A	T	A	T	Full Active Members	15,351	14,000	18,229	18,000	19165	19,000	Program Participants	21861	20,000	18,299	23,000	29640	25,000	School Participants	26495	27800	28,032	28,000	25592	27,000	Key Measures	2019		2020				A	T	A	T	Full Active Members		19,500		20,000	Program Participants		26,000			School Participants		21,000		
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ii. Maintain a national membership program of relevant benefits to all age groups and competition levels	Provide feedback to the Business Development Manager for the annual improvements plan for the membership benefits area.	PM	CEO	Q4 2019																																																														
2. Ensure key participation segments and insights in to future	i. Maintain a squash-specific view of the Australian Sporting Landscape in an easily	Review, collate and communicate market insights for application in strategy development at all levels.	PM	CEO	Q4 2019	<table border="1"> <thead> <tr> <th>Survey</th> <th>2016 T</th> <th>2016 A</th> <th>2017 A</th> <th>2018 T</th> <th>2018 A</th> </tr> </thead> <tbody> <tr> <td>Centres</td> <td>25</td> <td>79</td> <td>120</td> <td>170</td> <td>150</td> </tr> </tbody> </table>	Survey	2016 T	2016 A	2017 A	2018 T	2018 A	Centres	25	79	120	170	150																																																
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<p>trends is understood, applied and communicated.</p> <p>ii. Maintain the four-year participation plan.</p> <p>iii. Maintain nationally branded participation products for different market segments.</p>	<p>understood and relevant format and undertake research to complete knowledge.</p>	<p>Consult with Sports Australia regarding participation planning expectations and relevant insights. Communicate this plan effectively to all stakeholders.</p> <p>Participation program activation template created considering all aspects of program design.</p> <p>Implement and continue to develop programs to improve SQA's reach into different market segments, including but not limited to:</p> <ul style="list-style-type: none"> - Cardio Squash - Play Move Learn - Social Squash 	PM	CEO	Q4 2019	<table border="1"> <tr> <td>Universities</td> <td>10</td> <td>14</td> <td>20</td> <td>25</td> <td>20</td> </tr> <tr> <td>Schools</td> <td>50</td> <td>52</td> <td>100</td> <td>200</td> <td>150</td> </tr> <tr> <td>Players</td> <td>250</td> <td>589</td> <td>200</td> <td>400</td> <td>400</td> </tr> </table>	Universities	10	14	20	25	20	Schools	50	52	100	200	150	Players	250	589	200	400	400																					
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Get Squash added to the Sporting Schools Secondary programme	SSC	CEO	Q4 2019																														
Maintain an overview of best practice case studies relating to school and university partnerships for the benefit of squash stakeholders.	SSC	CEO	Q4 2019																														
Document the National competitions for Squash and Racquetball through each State.	SSC	CEO	Q4 2019																														
4. Build the reach and sustainability of the collective squash delivery system	i. Develop mutually beneficial participation partnerships	Commence discussions with stakeholders capable of delivering and benefiting from squash (3 rd Party)	PM	CEO	Q4 2019	<table border="1"> <thead> <tr> <th rowspan="2">Key Measure</th> <th colspan="2">2019</th> <th colspan="2">2020</th> <th colspan="2">2021</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Primary Schools</td> <td></td> <td>60</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Secondary Schools</td> <td></td> <td>0</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Key Measure	2019		2020		2021		A	T	A	T	A	T	Primary Schools		60					Secondary Schools		0				
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KSA 2 Membership

Goal: Provide a best in class player experience

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measure																																																																																										
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		Activate Centremark Benefits Programme	Community Facility Coordinator (CFC)	CEO	Q4 2019	<p>Affiliation Numbers:</p> <table border="1"> <thead> <tr> <th>State</th> <th>2016 T</th> <th>2016 A</th> <th>2017 T</th> <th>2017 A</th> <th>2018 T</th> <th>2018 A</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>ACT</td> <td>390</td> <td>354</td> <td>400</td> <td>586</td> <td>425</td> <td>836</td> <td>450</td> <td>460</td> </tr> <tr> <td>NSW</td> <td>2640</td> <td>2596</td> <td>2700</td> <td>2694</td> <td>2750</td> <td>4881</td> <td>2800</td> <td>3000</td> </tr> <tr> <td>NT</td> <td>265</td> <td>258</td> <td>300</td> <td>466</td> <td>330</td> <td>449</td> <td>350</td> <td>400</td> </tr> <tr> <td>QLD</td> <td>2050</td> <td>1998</td> <td>2100</td> <td>1989</td> <td>2200</td> <td>1989</td> <td>2300</td> <td>2400</td> </tr> <tr> <td>SA</td> <td>1700</td> <td>1663</td> <td>1800</td> <td>2005</td> <td>1850</td> <td>1026</td> <td>2000</td> <td>2100</td> </tr> <tr> <td>TAS</td> <td>390</td> <td>384</td> <td>400</td> <td>454</td> <td>450</td> <td>450</td> <td>480</td> <td>500</td> </tr> <tr> <td>VIC</td> <td>3900</td> <td>3727</td> <td>4000</td> <td>4676</td> <td>4100</td> <td>3836</td> <td>4250</td> <td>4400</td> </tr> <tr> <td>WA</td> <td>1100</td> <td>1524</td> <td>1600</td> <td>2267</td> <td>1700</td> <td>2050</td> <td>1800</td> <td>1900</td> </tr> <tr> <td>Total</td> <td>12,435</td> <td>12,504</td> <td>13,300</td> <td>15,237</td> <td>13,825</td> <td>15,519</td> <td>14,410</td> <td>15,100</td> </tr> </tbody> </table>	State	2016 T	2016 A	2017 T	2017 A	2018 T	2018 A	2019	2020	ACT	390	354	400	586	425	836	450	460	NSW	2640	2596	2700	2694	2750	4881	2800	3000	NT	265	258	300	466	330	449	350	400	QLD	2050	1998	2100	1989	2200	1989	2300	2400	SA	1700	1663	1800	2005	1850	1026	2000	2100	TAS	390	384	400	454	450	450	480	500	VIC	3900	3727	4000	4676	4100	3836	4250	4400	WA	1100	1524	1600	2267	1700	2050	1800	1900	Total	12,435	12,504	13,300	15,237	13,825	15,519	14,410	15,100
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Create quarterly affiliation database reports	MC	CEO	Q4 2019																																																																																													
Maintain a Sporty HQ tracking sheet and produce an annual report	MC	CEO	Q4 2019																																																																																													
Review the insurance product for the sport	MC	CEO	Q4 2019																																																																																													
Run successful and profitable Awards Night Annually	BDM	CEO	Q2 2019																																																																																													

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	<p>ii. <i>Improve communication channels to the squash community</i></p>	<p>Develop State sharing capacity of the CRM database.</p> <p>Provide training resources and host annual training days for States and Territories e.g. develop user webinars and PowerPoints for eLearning.</p> <p>Create two magazines each year</p> <p>Provide poster packs and advertising material to all stakeholders.</p>	<p>MC</p> <p>MC</p> <p>Media and PR Manager (MPRM)</p> <p>MPRM</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p>																																																																	
	<p>iii. <i>Develop the segmented communication capability in partnership with the States.</i></p>	<p>Send communications on Squash Australia activity to stakeholders regularly:</p> <ul style="list-style-type: none"> • Monthly Junior participants • Monthly Adult participants • Monthly coaches and referees • Monthly squash centres • Monthly education 	<p>MPRM</p> <p>MPRM</p> <p>MPRM</p> <p>Education Coordinator</p> <p>CFC</p> <p>SSC</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Q4 2019</p>	<table border="1"> <thead> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2016</th> <th colspan="2">2017</th> <th colspan="2">2018</th> <th colspan="2">2019</th> <th colspan="2">2020</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>General Newsletter sign up total</td> <td>3666</td> <td>3600</td> <td>8000</td> <td>3800</td> <td>3980</td> <td>4000</td> <td></td> <td>4500</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2016</th> <th colspan="2">2017</th> <th colspan="2">2018</th> <th colspan="2">2019</th> <th colspan="2">2020</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Junior Newsletter sign up total</td> <td>61</td> <td>50</td> <td>1718</td> <td>100</td> <td>1788</td> <td>500</td> <td></td> <td>1000</td> <td></td> <td></td> </tr> </tbody> </table>	Key Measures	2016		2017		2018		2019		2020		A	T	A	T	A	T	A	T	A	T	General Newsletter sign up total	3666	3600	8000	3800	3980	4000		4500			Key Measures	2016		2017		2018		2019		2020		A	T	A	T	A	T	A	T	A	T	Junior Newsletter sign up total	61	50	1718	100	1788	500		1000		
Key Measures	2016		2017		2018			2019		2020																																																												
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						Key Measures									
						2016		2017		2018		2019		2020	
						A	T	A	T	A	T	A	T	A	T
						Centre Newsletter sign up total									
						323	300	371	350	351	400		500		
						Key Measures									
						2017		2018		2019		2020			
						A	T	A	T	A	T	A	T		
						Coach Newsletter sign up total									
						87	50	88	75		100				
2. Develop seamless and effective club service by enhancing the area via the innovative adoption of ICT.	i. Establish an IT Strategy	Develop and own the IT Strategy	MC	CEO	Q3 2019										
		Complete Phase 3 eLearning	EdC	CEO	Q2 2019										
		<ul style="list-style-type: none"> - Referee state and national level content - Coach education level for performance development - Update misc. content 													
		Produce an annual eLearning improvement report	EduC	CEO	Q4 2019										

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	<p><i>ii. Develop integrated solutions of interest to the members on the website</i></p>	<p>Complete review rating improvement on the court finder</p> <p>Develop Programme Finder on website</p> <p>Maintain and improve the coach finder</p>	<p>CFC</p> <p>PM</p> <p>EduC</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Q1 2019</p> <p>Q4 2019</p> <p>Q4 2019</p>	
	<p><i>iii. Develop a customer satisfaction survey to establish player's satisfaction of services.</i></p>	<p>Develop an annual customer satisfaction survey for all participants and produce a report on customer service opinions - Development Framework Research</p>	<p>MC</p>	<p>CEO</p>	<p>Q4 2019</p>	

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KSA 3 Events

Goal: Run world class events for all members

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measure																																
1. Develop a world class events capability.	i. <i>Successfully secure annual World Class events</i>	Guarantee at least one world class event each year.	Events Coordinator (EC)	CEO	Q4 2019	<table border="1"> <thead> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2016</th> <th colspan="2">2017</th> <th colspan="2">2018</th> <th colspan="2">2019</th> <th colspan="2">2020</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Number of World Events</td> <td>1</td> <td>1</td> <td>0</td> <td>1</td> <td>2</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Key Measures	2016		2017		2018		2019		2020		A	T	A	T	A	T	A	T	A	T	Number of World Events	1	1	0	1	2	2	1	1	1	1
		Key Measures	2016		2017			2018		2019		2020																										
			A	T	A		T	A	T	A	T	A	T																									
		Number of World Events	1	1	0		1	2	2	1	1	1	1																									
	Run SA events with no overall financial loss.	EC			Q4 2019																																	
	Create working parties for each SA event 12 months out and keep files live in the dropbox	EC	CEO		Q4 2019																																	
	Develop a glass showcourt team for installing and removing glass court for major events	EC	CEO		Q4 2019																																	
	Complete post event repots within a week of the event with final budget	EC			Q4 2019																																	
ii. <i>Develop a skilled events workforce</i>	Ensure relevant content for all sporty HQ linked events software is available on the eLearning platform.	MC	CEO	Q4 2019																																		
Annually updated all events policies by 1 st November	EC	CEO		Q3 2019																																		

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	<i>iii. Develop a 4-year Events planning cycle.</i>	A three year in advance calendar draft by July 1 st each year Produce an events improvements report	EC EC	CEO CEO	Q2 2019 Q4 2019																																						
2. Develop an Australian Squash Tour Circuit to the benefit of Australian players.	<i>i. Establish an Australian Squash Tour Events Circuit.</i>	Register AST events by 1 st July each year	EC	CEO	Q2 2019	<p>Number of events streamed</p> <table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016 Target</th> <th>2016 Actual</th> <th>2017 Target</th> <th>2017 Actual</th> <th>2018 Target</th> <th>2018 Actual</th> <th>2019 Target</th> </tr> </thead> <tbody> <tr> <td>Events Streamed</td> <td>3</td> <td>7</td> <td>5</td> <td>7</td> <td>8</td> <td>7</td> <td>8</td> </tr> </tbody> </table> <p>No. subscribers no. views</p> <table border="1"> <thead> <tr> <th>Key Measures</th> <th>2017 Target</th> <th>2017 Actual</th> <th>2018 Target</th> <th>2018 Actual</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Subscribers</td> <td>600</td> <td>720</td> <td>700</td> <td>986</td> <td>800</td> <td>1000</td> </tr> <tr> <td>Views total</td> <td>10000</td> <td>50728</td> <td>15000</td> <td></td> <td>20000</td> <td>25000</td> </tr> </tbody> </table>	Key Measures	2016 Target	2016 Actual	2017 Target	2017 Actual	2018 Target	2018 Actual	2019 Target	Events Streamed	3	7	5	7	8	7	8	Key Measures	2017 Target	2017 Actual	2018 Target	2018 Actual	2019	2020	Subscribers	600	720	700	986	800	1000	Views total	10000	50728	15000		20000	25000
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Register PSA events with PSA by Q3 the year in advance	EC	CEO	Q3 2019																																								
Develop a streaming schedule one year ahead	MPRM	CEO	Q2 2019																																								
Create a monthly ranking update and publish related news item	EC	CEO	Q4 2019																																								
Completed daily updates for all AST events	MPRM	CEO	Q4 2019																																								
	<i>ii. Work with the States to ensure player numbers are increasing in the Australian competition structure.</i>	Develop a State Graded Open competition structure	EC	CEO	Q4 2019																																						
	<i>iii. Improve the branding of Squash Australia events and grow commercial income</i>	Ensure all funding initiatives are locked in 12 months ahead of events.	EC	CEO	Q4 2019																																						

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3. Ensure there are strong domestic events structures in place for players of all levels.	i. <i>Develop a National grading system for Squash Australia players.</i>	Develop and launch a new Graded System	EC	CEO	Q4 2019																
	ii. <i>Develop a National competition series for each grade of player.</i>	Add State Graded events to the AST	EC	CEO	Q4 2020																
		Develop an automated ranking process	EC		Q4 2019																
iii. <i>Improve tournament rating/ranking systems</i>	Create an annual matrix improvement report	MC	CEO	Q4 2019																	
	Develop plan and launch new rating system - Matrix	MC	CEO	Q1 2019																	
4. Ensure there are enough referees and trained workforce regionally to support the event structure.	i. <i>Develop a 4-year referee plan</i>	Promote the eLearning capability	EduC	CEO	Q4 2019	No of referees certified through the eLearning system: <table border="1"> <thead> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>25</td> <td>40</td> <td>60</td> <td></td> </tr> <tr> <td>Actual</td> <td>20</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2017	2018	2019	2020	Target	25	40	60		Actual	20			
			2017	2018	2019		2020														
		Target	25	40	60																
Actual	20																				
Complete annual referee requirement report	EduC		Q4 2019																		
Establish a process at junior events for junior player to referee matches	EC	CEO	Q4 2019																		

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<p>ii. Assist States to increase overall referee numbers. Develop a training plan for developing the number of referees within each State/Territory.</p>	<p>Develop a referee 4-year plan with each State</p>	<p>EduC</p>	<p>CEO</p>	<p>Q4 2019</p>	<table border="1"> <thead> <tr> <th></th> <th colspan="2">VIC</th> <th colspan="2">QLD</th> <th colspan="2">NSW</th> <th colspan="2">ACT</th> <th colspan="2">TAS</th> <th colspan="2">SA</th> <th colspan="2">WA</th> <th colspan="2">NT</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td><td>A</td><td>T</td> </tr> <tr> <td>CLUB</td> <td>10</td><td>12</td><td>10</td><td>12</td><td>3</td><td>5</td><td>3</td><td>5</td><td>1</td><td>3</td><td>0</td><td>2</td><td>2</td><td>4</td><td>0</td><td>2</td> </tr> <tr> <td>STATE</td> <td>5</td><td>5</td><td>4</td><td>4</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>2</td><td>1</td><td>1</td><td>3</td><td>3</td><td>0</td><td>0</td> </tr> <tr> <td>NAT.</td> <td>1</td><td>1</td><td>2</td><td>2</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>1</td><td>1</td><td>4</td><td>4</td><td>1</td><td>1</td> </tr> </tbody> </table>		VIC		QLD		NSW		ACT		TAS		SA		WA		NT		2016	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	CLUB	10	12	10	12	3	5	3	5	1	3	0	2	2	4	0	2	STATE	5	5	4	4	2	2	2	2	2	2	1	1	3	3	0	0	NAT.	1	1	2	2	0	0	0	0	0	0	1	1	4	4	1	1
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<p>iii. Develop content for the referee section of the eLearning resource.</p>	<p>National course video assessment section</p>	<p>EduC</p>		<p>Q4 2019</p>																																																																																						
	<p>Agree assessment process for national level referee course</p>	<p>EduC</p>		<p>Q2 2019</p>																																																																																						
	<p>Develop additional Racquetball module</p>	<p>EduC</p>		<p>Q4 2019</p>																																																																																						
	<p>Develop additional Doubles module</p>	<p>EduC</p>		<p>Q4 2019</p>																																																																																						

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KSA 4 Squash Facilities

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

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measure											
						Key Measures	2016		2017		2018		2019		2020		
							A	T	A	T	A	T	A	T	A	T	
1. Complete an audit of facilities across Australia.	i. Individual centre/courts and increase	Develop a 4-year plan for individually owned facilities	Community Facilities Coordinator (CFC)		Q4 2019	Ind. centre courts	1127	1100	1127	1136	1104	1136	873	1136		1136	
	ii. Private lifestyle facilities and increase	Develop a 4-year plan for private lifestyle facilities	CFC		Q4 2019	Private lifestyle courts	186	186	186	187	185	188	233	188		188	
	iii. Educational facilities and increase	Develop a 4-year plan for educational facilities	CFC		Q4 2019	Education courts	97	96	95	97	95	98	92	98		98	
	iv. Publicly owned facilities and increase	Develop a 4-year plan for publicly owned facilities	CFC		Q4 2019	Publicly owned courts	207	206	207	207	205	208	208	374	208		
	v. Develop Squash Centre life cycle	Capture and document the life cycle of squash centres across Australia	CFC	CEO	Q4 2019												
	vi. Annual audit of centres	Manage twice a year wellbeing phone/in person communication with squash centres.	CFC	CEO	Q4 2019												
2. Develop a 4-year Facilities Strategy.	i. Activate Strategy	Circulate the Facilities Strategy to all Councils and universities in Australia	CFC	CEO	Q4 2019												
		Deliver Facilities presentation at the Park and Leisure annual conference.	CFC		Q4 2019												

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		Encourage State delivery at the regional park and leisure conference	CFC	CEO	Q4 2019	
		Deliver a Facilities presentation at the University Sport Annual conference.	CFC		Q4 2019	
		Develop a relationship with the PCYC				
		Develop a relationship with the YMCA	CFC	CEO	Q4 2019	
		Develop a relationship in the educational facility building area	CFC	CEO	Q4 2019	
		Map the Federal/State sports facilities Master plans	CFC	CEO	Q4 2019	
		Develop relationships with the key house builders in Australia in regards the development of sports facilities for new housing developments	CFC	CEO	Q3 2019	
	<i>i. Establish an advisory group to help create innovative ideas for development of Squash facilities</i>	Develop a network of facility consultants to facilitate the Squash facility message	CFC	CEO	Q4 2019	

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		Develop relationship with peak industrial bodies	CFC	CEO	Q4 2019	
3. Develop Centre Operator programmes.	<i>i. With the States, create a centre operator programme and associated information and benefits to help their business</i>	Maintain and improve the centremark programme with the MSM	CFC	CEO	Q4 2019	
	<i>ii. Develop marketing packages for affiliated centres e.g. posters and programme linked materials</i>	Feedback to the PM and CMM around requirements annually around facilities marketing collateral.	CFC	CEO	Q4 2019	
	<i>iii. Use technology to increase the benefits of association of Squash centres to Squash Australia.</i>	Develop a portal for centre benefits on the loyalty corp portal platform.	CFC		Q4 2019	
4. Promote the construction of new multi-purpose squash centres.	<i>i. Establish documentation for the building of new squash courts with a focus on multi-sport courts/halls.</i>	Build a case study on an existing successful facility	CFC		Q4 2019	
		Create a facility infographic	CFC		Q4 2019	
		Develop easily customisable templates for facilities: a. letter of support	CFC		Q3 2019	

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		<p>b. council proposal</p> <p>c. business proposal</p> <p>Engage a developer to create a live 'Outdoor Squash' concept and place with a suitable partner.</p>	CFC		Q3 2019	
	<p>ii. <i>Provide guidance on best practice facility and business management, including marketing</i></p>	<p>Develop template of customisable business plan ('Squash Facilities Management Document') which outlines a best practice for operating a squash facility.</p>	CFC	CEO	Q4 2019	
		<p>Develop a 'new facility leads' register and quantify developments. Look at using general population, squash playing population, distance to other squash centre and commercials to gage the quality of the opportunity.</p>	CFC	CEO	Q4 2019	
		<p>Develop a 'facility lease' register and quantify the standard of the business case around each opportunity using general population, squash playing population, distance to other squash centre and commercials to gage the</p>	CFC	CEO	Q4 2019	

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		quality of the opportunity.																																									
	iii. <i>Establish a court owner's network for shared learning and document centres across Australia</i>	Research the practicality of establishing an owner's network conference and if there is positive interest start the network and conference	CFC	CEO	Q4 2020	<table border="1"> <thead> <tr> <th rowspan="2">Key Measures</th> <th colspan="2">2016</th> <th colspan="2">2017</th> <th colspan="2">2018</th> <th colspan="2">2019</th> <th colspan="2">2020</th> </tr> <tr> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Centres on Court Finder</td> <td>434</td> <td>430</td> <td>431</td> <td>436</td> <td>432</td> <td>440</td> <td>432</td> <td>440</td> <td></td> <td>440</td> </tr> </tbody> </table>						Key Measures	2016		2017		2018		2019		2020		A	T	A	T	A	T	A	T	A	T	Centres on Court Finder	434	430	431	436	432	440	432	440		440
Key Measures		2016		2017		2018		2019		2020																																	
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Centres on Court Finder	434	430	431	436	432	440	432	440		440																																	
	Add images, five-star rating and reviews to the Facility review function on the website	MC	CEO	Q4 2019																																							
	Ensure there is a monthly communication on facilities to stakeholders with relevant information	CFC	CEO	Q4 2019																																							

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KSA 5 High Performance

Goal: Win medals that matter for Australia

Strategy	Sub Strategies	Priority	SQA Res	State Res	Timeline	Measure								
1. Ensure quality and quantity to achieve Squash Australia performance targets.	<i>i. Maintain Winning Edge squad</i>	High	High Performance Manager (HPM)		Q4 2019									
	<i>ii. Complete annual performance reviews with all AWE categorised players</i>	High	HPM		Q4 2019									
	<i>iii. Complete preparation plan for CG which includes preparation for WD and MWTC</i>	High	HPM		Q2 2019									
	<i>iv. Launch and regularly update the talent identification programme</i>	High	National Coach (NC)	CEO	Q4 2019									
	<i>v. Review testing protocols and their associated rationale to identify squash talent</i>	Medium	HPM		Q4 2019									
2. Ensure coaching performance and culture enables and contributes towards Squash Australia's performance targets	<i>i. Maintain and develop the National Junior Coaching Team</i>	High	NC	CEO	Q3 2019									
	<i>ii. Complete annual performance review of coaching team with performance development plan for each</i>	High	NC		Q4 2019	Key measures	2016	2016 Actual	2017	2017 A	2018	2018 A	2019	2020
						Medals at Commonwealth Games/ Youth CG	n/a	n/a	n/a	n/a	2	3	n/a	
	n/a	n/a	n/a	n/a	n/a	n/a	1							
	n/a	n/a	3-4	3	n/a	n/a	3-4							

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						Position at World Team Champs (M/F)	5-8	8	3-4		5-8	9	3-4	
						Position at World Jnr Team Champs (M/F)	<10	6	n/a	n/a	<8	10	<8	
							n/a	n/a	<10	10	n/a	n/a		<8
						No. of Individual World Championship Targets	9/16	17/32	9/16	9/16	5/8	9/16	5/8	
							9/16	n/a	9/16	17/32	5/8	17/32	5/8	
	<i>iii. Implement a leadership development programme for department leads</i>	Medium	HPM		Q3 2019									
	<i>iv. Launch the new revamped Performance Development course, in line with the WSF accreditation system</i>	High	EdC	CEO	Q4 2019									
	<i>v. Send a coach to the WSF Coaches Conference</i>	Medium	HPM		Q4 2019									
3. Ensure National Leadership and direction relating to performance objectives of the High-Performance Strategy	<i>i. Maintain a strong High-Performance management leadership team</i>	Medium	HPM		Q4 2019									
	<i>ii. Maintain a strong High-Performance Working Group to help guide the HP system</i>	Medium	HPM		Q3 2019									
	<i>iii. Deliver HP programme with appropriate succession planning, administrative and logistical personnel</i>	High	HPM		Q4 2019									
	<i>iv. Develop a strong leadership development</i>	Medium	HPM		Q4 2019									

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	<i>programme for the HP team</i>					
	<i>v. Develop and maintain a HP Risk document and update each quarter</i>	High	HPM		Q4 2019	
4. Ensure access for all Squash Australia categorised athletes to the National Training Centre and that the Centre provides the necessary development and performance support to achieve Individual Performance Plan target.	<i>i. Maintain and improve the National Training Centre</i>	High	NC		Q2 2019	
	<i>ii. Provide access to world class support services</i>	High	HPM		Q2 2019	
	<i>iii. Establish suitable overseas training bases to support the programme</i>	High	HPM		Q2 2019	
	<i>iv. Improve High Performance facility provision, aligning with the Squash Australia Facility Strategy</i>	Medium	HPM		Q4 2019	
	<i>v. Develop SSSM, ASADA, Match-Fixing, integrity protocol for the HP area</i>	Medium	HPM		Q4 2019	
5. Ensure all High-Performance competitions meet athletes' performance needs.	<i>i. Develop a preparation plan for the 2022 CG</i>	High	HPM		Q2 2019	
	<i>ii. Develop a preparation plan for the World Team Championships</i>	High	HPM		Q1 2019	
	<i>iii. Develop a preparation plan for the World Doubles</i>	High	HPM		Q2 2019	
	<i>iv. Maintain individual tournament programmes</i>	High	NC		Q2 2019	
	<i>v. Ensure the Australian Squash Tour develops the correct level of events for AWE categorised players</i>	Medium	HPM		Q1 2019	
6. Develop and implement research and innovation strategy to HP performance targets	<i>i. Establish a partnership to develop testing protocols for squash including a screening programme for new</i>	Medium	HPM		Q4 2019	

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	<i>players entering the national training centre</i>					
	<i>ii. Establish a link with an education establishment to do research in the biomechanical movement of squash</i>	High	HPM		Q4 2019	
	<i>iii. Develop an Athlete Talent Pathway document and regularly update</i>	High	HPM		Q4 2019	
	<i>iv. Partner with a university to undertake research for the benefit of the sport</i>	High	HPM		Q4 2019	
	<i>v. Ensure performance considerations are provided into the Squash Australia Facilities Strategy</i>	Medium	HPM		Q4 2019	

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KSA 6 Education

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

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measure																																																																																																																							
1. Complete resources for all levels of the Coach Education framework.	i. Two components need to be finalised before an award can be classified as complete. - Award Framework - Award Content	Complete the Talent development award and maximise delivery	Education Coordinator (EdC)	CEO	Q1 2019	<table border="1"> <thead> <tr> <th></th> <th colspan="2">VIC</th> <th colspan="2">QLD</th> <th colspan="2">NSW</th> <th colspan="2">ACT</th> <th colspan="2">TAS</th> <th colspan="2">SA</th> <th colspan="2">WA</th> <th colspan="2">NT</th> </tr> <tr> <th>2016</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Found.</td> <td>43</td> <td>50</td> <td>2</td> <td>10</td> <td>33</td> <td>20</td> <td>9</td> <td>5</td> <td>6</td> <td>5</td> <td>10</td> <td>10</td> <td>5</td> <td>5</td> <td>0</td> <td>5</td> </tr> <tr> <td>Club.</td> <td>95</td> <td>100</td> <td>87</td> <td>80</td> <td>73</td> <td>80</td> <td>8</td> <td>10</td> <td>26</td> <td>25</td> <td>35</td> <td>35</td> <td>89</td> <td>85</td> <td>9</td> <td>10</td> </tr> <tr> <td>Talent.</td> <td>10</td> <td>10</td> <td>9</td> <td>9</td> <td>9</td> <td>9</td> <td>0</td> <td>1</td> <td>4</td> <td>4</td> <td>3</td> <td>3</td> <td>8</td> <td>8</td> <td>1</td> <td>1</td> </tr> <tr> <td>Perfor.</td> <td>1</td> <td>1</td> <td>3</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>HP.</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		VIC		QLD		NSW		ACT		TAS		SA		WA		NT		2016	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	Found.	43	50	2	10	33	20	9	5	6	5	10	10	5	5	0	5	Club.	95	100	87	80	73	80	8	10	26	25	35	35	89	85	9	10	Talent.	10	10	9	9	9	9	0	1	4	4	3	3	8	8	1	1	Perfor.	1	1	3	3	1	1	1	1	0	0	0	0	0	0	0	0	HP.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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		Complete the Performance development coach award and activate.	EdC	CEO	Q4 2019	<table border="1"> <thead> <tr> <th></th> <th colspan="2">VIC</th> <th colspan="2">QLD</th> <th colspan="2">NSW</th> <th colspan="2">ACT</th> <th colspan="2">TAS</th> <th colspan="2">SA</th> <th colspan="2">WA</th> <th colspan="2">NT</th> </tr> <tr> <th>2017</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Found.</td> <td>45</td> <td>60</td> <td>17</td> <td>20</td> <td>38</td> <td>55</td> <td>15</td> <td>20</td> <td>15</td> <td>20</td> <td>16</td> <td>20</td> <td>8</td> <td>20</td> <td>2</td> <td>9</td> </tr> <tr> <td>Club.</td> <td>66</td> <td>110</td> <td>67</td> <td>99</td> <td>80</td> <td>99</td> <td>6</td> <td>30</td> <td>25</td> <td>40</td> <td>27</td> <td>50</td> <td>94</td> <td>99</td> <td>6</td> <td>19</td> </tr> <tr> <td>Talent.</td> <td>5</td> <td>12</td> <td>6</td> <td>11</td> <td>9</td> <td>11</td> <td>0</td> <td>1</td> <td>2</td> <td>5</td> <td>3</td> <td>5</td> <td>7</td> <td>9</td> <td>1</td> <td>1</td> </tr> <tr> <td>Perfor.</td> <td>1</td> <td>1</td> <td>1</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>HP.</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		VIC		QLD		NSW		ACT		TAS		SA		WA		NT		2017	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	Found.	45	60	17	20	38	55	15	20	15	20	16	20	8	20	2	9	Club.	66	110	67	99	80	99	6	30	25	40	27	50	94	99	6	19	Talent.	5	12	6	11	9	11	0	1	2	5	3	5	7	9	1	1	Perfor.	1	1	1	3	1	1	1	0	0	0	0	0	0	0	0	0	HP.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Complete the High-performance coach award.	EdC	Q4 2020	<table border="1"> <thead> <tr> <th></th> <th colspan="2">VIC</th> <th colspan="2">QLD</th> <th colspan="2">NSW</th> <th colspan="2">ACT</th> <th colspan="2">TAS</th> <th colspan="2">SA</th> <th colspan="2">WA</th> <th colspan="2">NT</th> </tr> <tr> <th>2018</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> <th>A</th> <th>T</th> </tr> </thead> <tbody> <tr> <td>Found.</td> <td>44</td> <td>70</td> <td>8</td> <td>30</td> <td>28</td> <td>70</td> <td>8</td> <td>30</td> <td>6</td> <td>30</td> <td>6</td> <td>30</td> <td>2</td> <td>30</td> <td>0</td> <td>20</td> </tr> <tr> <td>Club.</td> <td>80</td> <td>120</td> <td>47</td> <td>110</td> <td>66</td> <td>110</td> <td>21</td> <td>40</td> <td>20</td> <td>50</td> <td>36</td> <td>60</td> <td>85</td> <td>110</td> <td>15</td> <td>40</td> </tr> <tr> <td>Talent.</td> <td>1</td> <td>13</td> <td>7</td> <td>13</td> <td>9</td> <td>13</td> <td>0</td> <td>2</td> <td>2</td> <td>6</td> <td>6</td> <td>7</td> <td>6</td> <td>11</td> <td>1</td> <td>2</td> </tr> <tr> <td>Perfor.</td> <td>0</td> <td>1</td> <td>1</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>HP.</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		VIC		QLD		NSW		ACT		TAS		SA		WA		NT		2018	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	Found.	44	70	8	30	28	70	8	30	6	30	6	30	2	30	0	20	Club.	80	120	47	110	66	110	21	40	20	50	36	60	85	110	15	40	Talent.	1	13	7	13	9	13	0	2	2	6	6	7	6	11	1	2	Perfor.	0	1	1	3	1	1	1	0	0	0	0	0	0	0	0	0	HP.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
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Squash Australia Strategic Plan 2016 - 2022

2. Promote knowledge of squash across the squash community.	i. Annual National and State Coach Conferences and Tutor Training Courses	<p>Deliver education newsletters every month to coach database.</p> <p>Provide tutor training course schedule so coaches can get qualified to present and assess fellow coaches</p> <p>Make annual plan of all courses published on the online a calendar year ahead and promote</p>	<p>EdC</p> <p>EdC</p> <p>EdC</p>	<p>CEO</p> <p>CEO</p>	<p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p>	

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3. Promote knowledge of the rules across the squash community.	i. Provide content for the referee section of the eLearning system for the following awards.	Review and update the National Referee course	EdC		Q3 2019	<table border="1"> <thead> <tr> <th></th> <th colspan="2">VIC</th> <th colspan="2">QLD</th> <th colspan="2">NSW</th> <th colspan="2">ACT</th> <th colspan="2">TAS</th> <th colspan="2">SA</th> <th colspan="2">WA</th> <th colspan="2">NT</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> <td>A</td><td>T</td> </tr> <tr> <td>CLUB</td> <td>10</td><td>12</td> <td>10</td><td>12</td> <td>3</td><td>5</td> <td>3</td><td>5</td> <td>1</td><td>3</td> <td>0</td><td>2</td> <td>2</td><td>4</td> <td>0</td><td>2</td> </tr> <tr> <td>STATE</td> <td>5</td><td>5</td> <td>4</td><td>4</td> <td>2</td><td>2</td> <td>2</td><td>2</td> <td>2</td><td>2</td> <td>1</td><td>1</td> <td>3</td><td>3</td> <td>0</td><td>0</td> </tr> <tr> <td>NAT.</td> <td>1</td><td>1</td> <td>2</td><td>2</td> <td>0</td><td>0</td> <td>0</td><td>0</td> <td>0</td><td>0</td> <td>1</td><td>1</td> <td>4</td><td>4</td> <td>1</td><td>1</td> </tr> </tbody> </table>		VIC		QLD		NSW		ACT		TAS		SA		WA		NT		2016	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T	CLUB	10	12	10	12	3	5	3	5	1	3	0	2	2	4	0	2	STATE	5	5	4	4	2	2	2	2	2	2	1	1	3	3	0	0	NAT.	1	1	2	2	0	0	0	0	0	0	1	1	4	4	1	1
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4. Develop links to maximise research opportunities	Establish a documented list of research institutions and contacts.	Document a list of research opportunities.	EdC	CEO	Q4 2019																																																																																						
	Establish a list of research opportunities via performance and education areas.	Develop research leads	EdC	CEO	Q4 2019																																																																																						

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KSA 7 Influence

Goal: Squash Australia will have the network required to influence key decisions.

Strategy	Sub Strategies	Priority	SQA Res	State Res	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	2016	2016 Actual	2017	2017 Actual	2018	2018 Actual	2019	2020
						No of Directors on key organisational Committee roles	2	2	3	3	4	3	5	6
	ii. National bodies	Medium	CEO	CEO	2017-2020	Key Measures	2017	2017 Actual	2018	2018 Actual	2019	2020		
						No of key committee roles	10	3	12	4	15	18		
	iii. Other groups	Medium	CEO	CEO	2017-2020	Key Measures	2017	2017 Actual	2018	2018 Actual	2019	2020		
						No of key Committee roles	10	5	12	5	15	18		
2. Develop an integrated influence plan with State partners across community sport.	i. State government	Medium	CEO	CEO	2017 - 2020									
	ii. Local government	Medium	CEO	CEO	2017 - 2020									
	iii. Educational environment	Medium	CEO	CEO	2017 - 2020									
3. Develop an Ambassador programme of Squash linked stakeholders with national profile.	i. Find a mutually beneficial National Charity to work with.	Low	CEO	CEO	2020									
	ii. Develop an exit pathway for players in transition from playing career.	Low	CEO	CEO	2019									

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	<i>iii.</i> Establish a formal network of official Squash Australia ambassadors.	Low	CEO	CEO	2019	Key Measures	2019 Target	2019 Actual	2020	2021
						Ambassador numbers	2	1	3	4

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KSA 8 Profile

Goal: Squash will enhance its profile through media and new technologies

Strategy	Sub Strategies	Activities	SQA Res	State Res	Timeline	Measure																																	
1. Maximise new media to enhance promotion and communication.	i. Develop and maintain an excellent website.	Maintain websites	MPRM	CEO	Q4 2019	<table border="1"> <thead> <tr> <th>Web traffic</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>200k</td> <td>220k</td> <td>240k</td> <td></td> </tr> <tr> <td>Actual</td> <td>206,886</td> <td>210,578</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Benefits Portal</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Target</td> <td>300</td> <td>3000</td> <td>5000</td> <td>8000</td> <td>10,000</td> </tr> <tr> <td>Actual</td> <td>303</td> <td>358</td> <td>389</td> <td></td> <td></td> </tr> </tbody> </table>	Web traffic	2017	2018	2019	2020	Target	200k	220k	240k		Actual	206,886	210,578			Benefits Portal	2017	2018	2019	2020	2021	Target	300	3000	5000	8000	10,000	Actual	303	358	389		
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Actual	303	358	389																																				
ii. Establish a SquashAustralia.TV streaming channel for digital content.	<p>Create Streaming plan with Events Coordinator</p> <ul style="list-style-type: none"> Introduce Live score Speed gun Replays <p>Develop own streaming capabilities for events along with the Events Coordinator</p> <p>Develop monthly magazine show</p>	<p>MPRM</p> <p>MPRM</p> <p>MPRM</p>	CEO	<p>Q3 2019</p> <p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p>	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>17 T</th> <th>17 A</th> <th>18 T</th> <th>18 A</th> <th>19</th> <th>19A</th> <th>20</th> </tr> </thead> <tbody> <tr> <td>SA.TV followers target</td> <td>600</td> <td>720</td> <td>1000</td> <td>1016</td> <td>1500</td> <td></td> <td></td> </tr> <tr> <td>Views per year</td> <td>50k</td> <td>43k</td> <td>160k</td> <td>70.5K</td> <td>180k</td> <td></td> <td></td> </tr> <tr> <td>No Events Streamed</td> <td>4</td> <td>6</td> <td>9</td> <td>9</td> <td>12</td> <td></td> <td></td> </tr> </tbody> </table>	Key Measures	17 T	17 A	18 T	18 A	19	19A	20	SA.TV followers target	600	720	1000	1016	1500			Views per year	50k	43k	160k	70.5K	180k			No Events Streamed	4	6	9	9	12				
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	<p>iii. <i>Encourage social media communication through the squash community</i></p>	<p>Develop CG player communication plan</p> <p>Plan and activate a monthly social media competition</p> <p>Develop LinkedIn targeting capability</p> <p>Establish and maintain an influence lobbying list and develop campaigns to influence these individuals</p>	<p>MPRM</p> <p>MPRM</p> <p>MPRM</p> <p>MPRM</p>	<p>CEO</p> <p>CEO</p>	<p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p> <p>Q4 2019</p>	<table border="1"> <thead> <tr> <th>Key Measures</th> <th>2016 A</th> <th>2016 T</th> <th>2017 A</th> <th>2017 T</th> <th>2018 A</th> <th>2018 T</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Twitter followers</td> <td>1170</td> <td>1100</td> <td>1377</td> <td>1300</td> <td>1521</td> <td>1400</td> <td>1500</td> <td></td> </tr> <tr> <td>Facebook followers</td> <td>2486</td> <td>2000</td> <td>3583</td> <td>3000</td> <td>4162</td> <td>4000</td> <td>5000</td> <td></td> </tr> </tbody> </table>	Key Measures	2016 A	2016 T	2017 A	2017 T	2018 A	2018 T	2019	2020	Twitter followers	1170	1100	1377	1300	1521	1400	1500		Facebook followers	2486	2000	3583	3000	4162	4000	5000	
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<p>2. Develop and maintain a Squash Australia Communications and Media plan.</p>	<p>i. <i>Develop and activate a communication and media plan in partnership with the States</i></p>	<p>Maintain Communication and Media plan</p>	<p>MPRM</p>	<p>CEO</p>	<p>Q4 2019</p>																												
	<p>ii. <i>Develop an advisory group to support innovation in the area.</i></p>	<p>Investigate how many senators, ministers and staff have a squash background</p> <p>Organise a PROAM event at parliament house with the media and establish a pennant competition in parliament.</p> <p>Organise a PROAM event to kick off the opening of the new Carrara Centre</p> <p>Create a hospitality programme around the Commonwealth Games to look after key stakeholders and partners. Plan created.</p>	<p>MPRM</p> <p>MPRM</p>	<p>CEO</p> <p>CEO</p>	<p>Q4 2019</p> <p>Q4 2019</p> <p>Q3 2019</p> <p>Q2 2019</p>																												

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3. Improve Squash Australia income streams.	i. <i>Develop and activate Marketing Plan</i>	Maintain Marketing plan and activation	MPRM		Q4 2019									
		Develop the Squash Australia portfolio ready for sponsors	BDM		Q1 2019									
		Develop a sponsor target list and activate	BDM		Q1 2019									
		Develop a Health Insurance Partnership	BDM		Q2 2019									
	ii. <i>Develop a Squash Foundation for charitable donations</i>	Create webpage and launch Squash Foundation targeting Facilities	MPRM	CEO	Q2 2019									
		Develop a Foundation 'ask' document	MPRM	CEO	Q2 2019									
		Develop a list of gaming funds and trust we could target for funding	BDM	CEO	Q2 2019									
	iii. <i>Establish a Squash Australia eShop offering member discounts</i>	Maintain and improve E-Shop	Business Development Manager (BDM)		Q4 2019									
		Increase centres signed up to the eShop resellers along with the MSM (Pick up points)	BDM	CEO	Q4 2019									
	iv. <i>Develop Squash Australia commercial facilities capability</i>	Develop the capability to support, manage and develop commercial squash facilities	CFC	CEO	Q4 2019									

	2016 A	2016 T	2017 A	2017 T	2018 A	2018 T	2019	2020
% Non-ASC Income	52%	50%	55%	55%	72%	60%	65%	70%

Foundation	2017	2018	2019	2020
Amount Raised	4k	5k	4k	
Target	20k	50k	50k	50k

Facilities	2018	2019	2020
Target	1	1	2

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		Establish a list of grants we can apply for in support of SA facilities and apply.	BDM	CEO	Q4 2019	Actual	2		
4. Develop and activate broadcasters and media plan	<i>i. Develop a relationship with Australian sports broadcasters</i>	Map out the Australian broadcaster network (Details added to the CRM)	MPRM		Q1 2019				
		Establish contact with each broadcaster over the next 12 months to gain feedback on the sport and steps to improve.	MPRM		Q2 2019				
		Create a monthly broadcast production around Squash.	MPRM		Q4 2019				

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KSA 9 Leadership Excellence

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

Strategy	Sub Strategies	Priority	SQA Res	State Res	Timeline	Measure								
						Key Measures	2016 T	2016 A	2017 T	2017 A	2018 T	2018 A	2019 T	2020 T
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	CEO	2017 - 2020	ASC Governance Principles	90%	90%	95%	95%	95%	97%	97%	100%
	ii. Provide a documented board induction, an annual internal review of the board producing a skills matrix for the Nominations Committee to use in recruiting new directors	High	CEO	CEO	Q3 2019									
	iii. Provide external review of the Board every second year	High	CEO	CEO	Q2 2019									
2. Ensure there is excellent controls around Finance via the AFRC	i. Establish 6-month financial reserves	Medium	CEO	CEO	2022									
	ii. Create a risk register and update each quarter through AFRC and the Board	Medium	CEO	CEO	Q4 2019									
	iii. Increase human resource capacity and capability through regular appraisals and training. Implement new HR system.	High	CEO	CEO	Q4 2019									
3. Develop less reliance on ASC	i. Establish and maintain an eShop concept which can	Medium	CEO	CEO	Q4 2019									

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funding by developing new income streams	<i>generate income for squash centres and grassroots programmes</i>					
	<i>ii. Increase commercial income by 10%</i>	Medium	CEO		2018	
	<i>iii. Develop a 4-year commercial plan with an aim to reduce ASC funding to <55% of total income.</i>	Medium	CEO		2018	