Squash in Australia 2016 – 2022

Leading the growth of Squash in Australia.

Squash in Australia

Position Statement 2016

(Latest 2019 additions in green)

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

2

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, Squash Australia High Performance has lost $1.2 million in funding between 2010 and 2015. Moreover, insurance costs have increased 9% in 2015/2016 alone due to a poor claims history and the organisation is tasked with doing more to turn the sport around in Australia.

Funding from Sport Australia has increased by 234% from $740,000 in 2016 to $1,731,000 in 2019.

Over the past four years we have reduced insurance costs by 7.7% from a high of $146,506 to $135,307 in 2019.

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.

√ From 321,000 participants in 1997/98
√ To 182,300 participants in 2005/06
√ To 104,500 in 2013/14
√ **To 180,000 in 2018/2019**

Since 2016 (end 2015) fully paid affiliation has increased 19% from 15,351 to 18,300 (end 2017). However, in 2018 only four States reported their affiliation figures lowering the figures to 4447 a decrease of 76%.

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.

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 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 Consumer 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

- **Collaborative** – Working together as one for the good of the sport.
- **Innovative** – Embrace change, be consumer focused and have a growth mindset.
- **Inclusive** – Include all of society.
- **Respectful** – To Listen, empathise, and be considerate of everyone.
- **Excellence** – To strive for the highest standards in everything we do.

Key Result Areas

The focus of the organisation will be:

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

Squash Australia Strategic Plan 2016 - 2022

KRA 1 Participation

Goal: Squash will be thriving participant sport for all Australians

Strategy	Sub Strategies	Activities	Res.	Time-line	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.*	Help develop a corporate squash concept	Participation Coordinator (PC)	Q4 2019	Status: Complete					
		Develop a participation strategy and operational plan for Carrara and Southport squash centres	PC	Q4 2019						
		Rollout the new Matrix rating system is launched	PC	Q4 2019	**Key Measures**		**Full Active Members**	**Events participants**	**Program Participants**	**School Participants**
		Help ensure a new grading system is developed	PC	Q4 2019	**2016**	A	15,351	1080	21861	26495
						T	14,000	1200	20000	27800
		Develop a national strategy for school competitions	PC	Q4 2019	**2017**	A	18,937	1255	24,176	28,032
						T	18,000	1400	23,000	28,000
		Develop a national strategy for university competition	PC	Q4 2019	**2018**	A	18,300	1404	25,900	19,900
						T	19,000	1600	25,000	27,000
		Launch Women's squash week in conjunction with US Squash	PC	Q4 2019	**2019**	A	4477	1580	13918	11686
						T	19190	1800	25500	27540
		Promote World Squash Day with WSF	PC	Q4 2019	As of 18/10 received data from QLD,NT, SA,ACT NO DATA received from WA,NSW,VIC,TAS					
	ii. *Maintain a national membership program of relevant benefits*	Contribute to the Centremark programme which provides best practice support to centres	PC	Q4 2019	Status: Complete					

	to all age groups and competition levels	Evaluate the consumer experience and make a recommendations report			
2. Ensure key participation segments and insights into future trends is understood, applied and communicated.	*i. Maintain a squash-specific view of the Australian Sporting Landscape in an easily understood and relevant format and undertake research to complete knowledge.*	Review, collate and communicate market insights for application in strategy development. Consult with States and Clubs via annual interviews and surveys to understand the landscape at all levels.	PC	Q4 2019	Status: Complete
		Successfully apply for grants to support the programme, forming partnerships as required.	PC	Q2 2019	
	ii. Maintain the participation plan.	Develop Para/Disability Squash concept on the website.	PC	Q4 2019	
	iii. Maintain nationally branded participation products for different market segments.	Start trial Para Squash club at Carrara on the Gold Coast	PC	Q4 2019	
		Implement and continue to develop programs to improve SQA's reach into different market segments, including but not limited to: - Cardio Squash – fully complete and run case study - Play Move Learn – fully complete and run case study - Social Squash (Adaptive/Gentle Squash) - present at AGM	PC	Q4 2019	

3. Improve the reach of the squash delivery system into education institutions at all levels.	*I. The Sporting Schools System is leveraged for the benefit of all stakeholders.*	Finish Oz Squash packs and prepare ready to be sent out to schools – provide to States	PC	Q2 2019		**OzSquash**	
		Maintain and communicate the 'Activating Squash in Schools and Universities' resource for squash stakeholders.	PC	Q4 2019	**2015**	T	20
						A	11
					2016	T	25
						A	48
		Maintain an overview of best practice case studies relating to school and university partnerships for the benefit of squash stakeholders.	PC	Q4 2019	**2017**	T	50
						A	58
					2018	T	60
						A	26
		Establish a University Advisory Panel and start monthly communication.	PC	Q3 2019	**2019**	T	50
						A	24
					2020	T	50
						A	
		Develop a programme to help establish squash clubs at universities and offer support.	PC	Q4 2019	**2021**	T	65
						A	
		Document the National schools' competitions for Squash and Racquetball through each State.	PC	Q2 2020			
		Start Secondary schools programme for sporting schools	PC	Q2 2020			
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: • Universities • UniSport • Squash stakeholders • Sports Facilities / Companies o PCYC	Participation Manager (PM)	Q4 2019	Status: Complete		

		○ Next Generation (multi-sport) ○ Belgravia ○ YMCA ○ Goodlife • Identify other key stakeholders		

Squash Australia Strategic Plan 2016 - 2022

KRA 2 Consumer Experience

Goal: Provide a best in class Consumer experience throughout the sport for participants, coaches, technical officials, fans and administrators.

Strategy	Sub Strategies	Activity	Resp.	Time-line	Measure
1. Increase the value of being a member of Squash.the affiliation numbers need to go in here	i. Improve the member's benefits offering.	Create an annual improvements plan for the consumer benefits area and activate.	Consumer Experience Coordinator (CEC)	Q3 2019	Completed: Yes
		Activate Centremark Benefits Programme	CEC	Q2 2020	Status: On Hold due to resources
		Create monthly affiliation dashboard	CEC	Q4 2019	

Centremark sign ups

		Centremark sign ups
2017	T	10
	A	7
2018	T	20
	A	7
2019	T	40
	A	7
2020	T	60
	A	

Affiliation Numbers:

		ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Total
2016	T	390	2640	265	2050	1700	390	3900	1100	12,435
	A	354	2596	258	1998	1663	384	3727	1524	12,504
2017	T	400	2700	300	2100	1800	400	4000	1600	13,300
	A	586	2694	466	1989	2005	454	4676	2267	15,237

Squash Australia Strategic Plan 2016 - 2022

Maintain Sporty HQ issue platform and produce annual report	CEC	Q3 2019	2018	T	425	2750	330	2200	1850	450	4100	1700	13,825
				A	836	4881	449	1989	1026	450	3436	2050	14,628
Maintain Consumer Experience WG	CEC	Q4 2019	2019	T	450	2800	350	2300	2000	480	4250	1800	14,410
				A	1054	0	461	2014	948	0	0	0	0
			2020	T	460	3000	400	2400	2100	500	4400	1900	15,100

As of 18/10 received data from QLD,NT,SA,ACT
NO DATA received from WA,NSW,VIC,TAS

Status: The Monthly Affiliation dashboard is ready for 2020.

Develop recommendation report to improve affiliation system	CEC	Q3 2019
Run successful and profitable Awards Night Annually	CEC	Q3 2019
Review the insurance offering and make coverage suggestions	CEC	Q3 2019

ii. Improve communication channels to the Squash community.	Complete the National CRM and develop State sharing capacity.	CEC	Q3 2019

Status: Completed

		No of members contact details
2016	T	5,000
	A	8,800
2017	T	10,000
	A	14,000
2018	T	15,000
	A	57,476
2019	T	20,000
	A	59,884

		Provide training resources and host annual training days for States and Territories e.g. develop user webinars and PowerPoints for eLearning.	SportyHQ Coordinator (SHQC)	Q3 2019	Status: Complete
		Create 2 magazines each year	Coms and Marketing Coordinator (CMC)	Q4 2019	Status: Complete

Status: Complete

State SportyHQ Meetings	NSW	VIC	TAS	NT	SA	QLD	WA	ACT
Jan '19	√	√	√	√	√	√	√	√
Feb '19	√	√	√		√	√	√	√
Mar '19	√	√	√		√	√	√	√
Apr '19	√				√		√	√
May '19	√					√		√
Jun '19	√					√	√	√
Jul '19	√	√				√		√
Aug '19	√	√			√	√		√
Sept '19	√	√			√	√	√	√
Oct '19	√	√	√	√	√	√	√	√

- **Provide poster packs and advertising material to all stakeholders.** — CMC — Q4 2019
- **Manage the Sporty HQ issue tracker platform and hold weekly Sporty HQ meetings and monthly State Sporty HQ meetings.** — Participation Manager — Q4 2019
- **Create a three-year road map of developments in excel, fully costed each month** — Consumer Experience Manager — Q3 2019

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iii.	Develop the segmented communication capability in partnership with the States.	Send press releases on Squash Australia activity to stakeholders regularly: - Monthly <19 participants - Monthly >19 participants - Monthly – Coaches/Referees - Monthly – Centres - Monthly – HP Coaching Network - Monthly – Referees	CMC	Q4 2019	Completed: Yes

	2016	2017	2018	2019
General Newsletter	√	√	√	√
Junior Newsletter	√	√	√	√
Coach/Referee Newsletter	-	√	√	√
Facilities Newsletter	√	√	√	√
HP Newsletter	√	√	-	√

		- Monthly – Uni/School's				
					Schools/Univers ities Newsletter	-	-	-	√

2. Develop seamless and effective club service by enhancing the area via the innovative adoption of ICT.	*i. Establish an IT Strategy*	Produce IT Strategy	Chief Executive officer (CEO)	Q3 2019	Status: Complete
		Complete Phase 3 eLearning	Education Coordinator (EdC)	Q2 2019	Status: Complete
		Produce an annual eLearning improvement report	EdC	Q4 2019	Status: Complete
	ii. Develop integrated solutions of interest to the members on the website	Complete review rating improvement on the court finder	CEC	Q3 2019	Status: Complete
			CEC		Status: 2020

Table within the status cell for item ii:

		No. of Centres on Finder	No. of Coaches on Finder
2016	T	350	10
	A	432	15
2017	T	440	100
	A	510	35
2018	T	450	150
	A	472	44
2019	T	460	175
	A	472	63

		Develop Programme Finder on website		Q2 2020	Status: Complete
		Maintain and improve the coach finder	EdC	Q4 2019	Status: Complete
		Ensure the facility finder feature is improved with better data and a 5* rating	Community Facilities Coordinator (CFC)	Q3 2019	
	iii. *Develop a customer satisfaction survey to establish player's satisfaction of services.*	Develop an annual Customer Satisfaction Survey for all participants	CEC	Q4 2020	Status: 2020
		Produce report on customer service opinions	CEC	Q4 2020	Status: 2020

KSA 3 Events

Goal: Run world class events for all members

Strategy	Sub Strategies	Activities	Resp.	Time-line	Measure
1. **Develop a world class events capability.**	i. *Successfully secure annual World Class events*	Guarantee at least one world class event each year.	Events Coordinator (EvC)	Q4 2017	(see key measures below)
		Run SA events with no financial loss.	EvC	Q4 2018	Status: Confirmed
		Create working parties for each SA event 12 months out and keep files live in the dropbox	EvC	Q4 2018	Status: Confirmed
		Develop a glass showcourt team for installing and removing glass court for major events	EvC	Q1 2018	Status: Confirmed
		Complete post event repots within a week of the event with final budget	EvC	Q4 2018	Status: Confirmed
		Help deliver the World Coaches Conference, ensuring the event runs in surplus	EvC	Q3 2018	Status: Confirmed
	ii. *Develop a skilled events workforce*	Ensure relevant content for all sporty HQ linked events software	EvC	Q4 2018	Status: Confirmed

Key Measures	2016		2017		2018		2019		2020		2021	
	A	T	A	T	A	T	A	T	A	T	A	T
Number of World Events	1	1	0	1	2	2	1	1	1	1	1	1

		is available on the eLearning platform.	EvC	Q3 2018	Status: Confirmed
		Annually updated all events policies by 1st November			
	iii. *Develop a 4-year events planning cycle.*	A two year in advance calendar draft by July 1st each year	EvC	Q2 2018	Status: Confirmed
		A year in advance confirmed by July 1st each year	EvC	Q2 2018	Status: Confirmed
		Produce an events improvements report	EvC	Q4 2018	Status: Confirmed
		Help ensure the MSM runs a successful Awards night	EvC	Q4 2018	Status: Confirmed
2. **Maximise the Australian Circuit of events to the benefit of Australian players.**	i. *Maximise the National Australian Event Circuit*	Develop a streaming schedule one year ahead for the AST	EvC	Q2 2019	Status: Confirmed

Status (for item 2):

Number of events streamed

Key Measures	2016 T	2016 A	2017 T	2017 A	2018 T	2018 A	2019 T	2019 A	2020 T
Events Streamed	3	7	5	7	8	9	10	12	12

No. subscribers no. views

Key Measures	2017 Target	2017 Actual	2018 Target	2018 Actual	2019 Target	2019 Actual	2020 Target
Subscribers	600	720	700	850	800	1280	1500
Views total	10000	20728	15000	27931	20000	28009	30000

Additional actions under item 2:

Create a monthly ranking update and publish related news item	EvC	Q4 2019
Completed daily updates for all National events	EvC	Q4 2019
Add doubles events	EvC	Q4 2018

	ii. *Work with the States to ensure player numbers are increasing in the Australian competition structure.*	Develop a State Graded Open competition structure Launch a new Australian Club Championships	EvC	Q1 2020 Q3 2018	Status: 2020 Status: Confirmed
	iii. *Improve the branding of Squash Australia events and grow commercial income*	Ensure all funding initiatives are locked in 12 months ahead of events and that all National events have clear SQA branding.	EvC	Q4 2019	Status: Confirmed
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.*	Develop and launch a new Graded System linked to matrix	EvC	Q4 2019	Status: On Hold waiting for Working Party
	ii. *Develop a National competition series for each grade of player.*	Create a Graded event circuit Develop an automated ranking process	EvC EvC	Q1 2020 Q1 2020	Status: 2020 Status: 2020
	iii. *Improve tournament rating/ranking systems*	Create an annual matrix improvement report Develop plan and launch new rating system - Matrix	EvC EvC	Q2 2019 Q4 2019	Status: Confirmed Status: Confirmed

Squash Australia Strategic Plan 2016 - 2022

4.	Ensure there are enough referees and trained workforce regionally to support the event structure.	i.	Develop a 4-year referee plan	Promote the eLearning capability	EvC	Q2 2019	Status: Confirmed
				Complete annual referee requirement report (Event referee requirements for future year and referee development plan)	EvC	Q4 2019	No of referees certified through the eLearning system:
				Establish a process at junior events for junior player to referee matches	EvC	Q4 2019	Status: Confirmed

No of referees certified through the eLearning system:

	2017	2018	2019	2020
Target	20	30	40	50
Actual	15	20	32	

ii. Assist States to increase overall referee numbers. Develop a training plan for developing the number of referees within each State/Territory.

Develop a referee 4-year plan with each State — EvC — Q4 2018

2016	VIC A	VIC T	QLD A	QLD T	NSW A	NSW T	ACT A	ACT T	TAS A	TAS T	SA A	SA T	WA A	WA T	NT A	NT 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

2017	VIC A	VIC T	QLD A	QLD T	NSW A	NSW T	ACT A	ACT T	TAS A	TAS T	SA A	SA T	WA A	WA T	NT A	NT T
CLUB	10	20	10	20	4	20	3	20	0	20	0	20	1	20	1	20
STATE	5	7	3	6	2	4	0	4	3	5	1	5	4	5	0	2
NAT.	4	2	6	2	1	1	1	1	0	1	1	1	3	5	1	2

2018	VIC A	VIC T	QLD A	QLD T	NSW A	NSW T	ACT A	ACT T	TAS A	TAS T	SA A	SA T	WA A	WA T	NT A	NT T
CLUB	10	30	11	30	4	30	3	30	0	30	0	30	2	30	1	30
STATE	5	10	3	10	2	10	2	10	2	10	2	10	4	10	0	5
NAT.	4	3	6	3	1	2	1	2	0	2	0	2	3	6	1	3

2019	VIC A	VIC T	QLD A	QLD T	NSW A	NSW T	ACT A	ACT T	TAS A	TAS T	SA A	SA T	WA A	WA T	NT A	NT T
CLUB	15	20	7	20	4	14	2	8	2	5	1	5	2	10	1	5
STATE	6	5	2	4	2	3	0	1	3	3	3	2	3	5	0	2
NAT.	4	4	6	6	3	1	1	1	0	1	1	1	1	3	0	1

2020	VIC A	VIC T	QLD A	QLD T	NSW A	NSW T	ACT A	ACT T	TAS A	TAS T	SA A	SA T	WA A	WA T	NT A	NT T
CLUB		20		20		10		10		5		5		8		5

				STATE	7	5	5	1	4	4	5		2
				NAT.	5	6	5	1	1	2	3		1

iii. Develop content for the referee section of the eLearning resource.	State course capability	EdC	Q1 2019	Status: Confirmed
	National course capability	EdC	Q2 2020	Status: 2020
	Develop additional Racquetball module	EdC	Q1 2020	Status: 2020
	Develop additional Doubles module	EdC	Q1 2020	Status: 2020

KSA 4 Squash Facilities

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

Strategy	Sub Strategies	Activity	SQA Res	Time-line	Measure
1. **Complete an audit of facilities across Australia.**	i. *Individual centre courts and increase.*	Develop a draft plan for individually owned facilities	Community Facilities Coordinator (CFC)	Q4 2019	<table><tr><td></td><td></td><td>**Individual centre courts**</td></tr><tr><td>**2016**</td><td>T</td><td>1100</td></tr><tr><td></td><td>A</td><td>1127</td></tr><tr><td>**2017**</td><td>T</td><td>1136</td></tr><tr><td></td><td>A</td><td>1127</td></tr><tr><td>**2018**</td><td>T</td><td>1136</td></tr><tr><td></td><td>A</td><td>1104</td></tr><tr><td>**2019**</td><td>T</td><td>1136</td></tr><tr><td></td><td>A</td><td>873#</td></tr></table> # There was a reallocation of courts to another 'type' in 2019
	ii. *Private Lifestyle facilities and increase.*	Develop a draft plan for private lifestyle facilities	CFC	Q4 2019	<table><tr><td></td><td></td><td>**Private lifestyle courts**</td></tr><tr><td>**2016**</td><td>T</td><td>186</td></tr><tr><td></td><td>A</td><td>186</td></tr><tr><td>**2017**</td><td>T</td><td>187</td></tr><tr><td></td><td>A</td><td>186</td></tr><tr><td>**2018**</td><td>T</td><td>188</td></tr><tr><td></td><td>A</td><td>185</td></tr><tr><td>**2019**</td><td>T</td><td>189</td></tr><tr><td></td><td>A</td><td>233#</td></tr></table>

				# There was a reallocation of courts to another 'type' in 2019
iii. *Educational facilities and increase.*	Develop a draft plan for educational facilities	CFC	Q4 2019	

		Education courts
2016	T	96
	A	97
2017	T	97
	A	95
2018	T	98
	A	95
2019	T	99
	A	92

iv. *Publicly owned facilities and increase.*	Develop a draft plan for publicly owned facilities	CFC	Q4 2019	

		Publicly owned courts (NFP)
2016	T	206
	A	207
2017	T	207
	A	207
2018	T	208
	A	205
2019	T	209
	A	374#

There was a reallocation of courts to another 'type' in 2019

Squash Australia Strategic Plan 2016 - 2022

						Total no. of courts	
					2016	T	1588
						A	1617
					2017	T	1627
						A	1615
					2018	T	1630
						A	1589
					2019	T	1633
						A	1572#
					# There was a reallocation of courts to another 'type' in 2019		
	v.	Develop Squash centre life cycle	Capture and document the life cycle of squash centres across Australia	CFC	Q4 2019	Status: Confirmed	
	vi.	Annual audit of centres	Manage a minimum once a year contact with each centre in Aus.	CFC	Q4 2019	Status: Confirmed	
2. Develop a Facilities Strategy.	i.	Activate Strategy	Circulate the Facilities Strategy to all Councils and universities in Australia	CFC	Q4 2019	Status: Confirmed	
			Develop a longer-term National Facilities Master Plan	CFC	Q4 2020	Status: 2020	
			Develop long term State Facilities Master Plans	CFC	Q2 2020	Status: 2020	
				CFC		Status: Not complete	

SQUASH AUSTRALIA

23

		Deliver Facilities presentation and attend linked industry body conference e.g. Park and Leisure annual conference.	CFC	Q4 2019 Q2 2019	Status: Not complete Status: Not complete
		Deliver a Facilities presentation at the University Sport Annual conference.	CFC		
		Develop a relationship with the PCYC	CFC	Q4 2019	Status: Confirmed
		Develop a relationship with the YMCA	CFC	Q4 2019	Status: Confirmed
		Develop a relationship in the educational facility building area	CFC	Q4 2019	Status: 2020
		Develop relationships with the key house builders in Australia in regards the development of sports facilities for new housing developments	CFC	Q4 2020	
	ii. Establish an advisory group to help create innovative ideas	Develop a network of facility consultants to facilitate the	CFC	Q4 2019	Status: Confirmed Status: Confirmed

	for development of Squash facilities.	Squash facility message Develop relationship with peak industrial bodies	CFC	Q4 2019	
3. Develop Centre Operator programmes.	*i. Improve the centre operator programme 'Centremark'*	Maintain and improve the centremark programme	CFC	Q4 2019	Status: Confirmed
	ii. Develop marketing packages for affiliated centres e.g. posters and programme linked materials.	Feedback to the PR&CCo around requirements annually around facilities marketing collateral.	CFC	Q4 2019	Status: Confirmed
	iii. Develop technology to drive centre development	Scope and partner with a 24/7 door entry and control booking system for squash centres.	CFC	Q4 2019	Status: Confirmed
i. Promote the construction of new multipurpose Squash Centres.	*i. Establish documentation for the building of new squash courts with a focus on multi-sport courts/halls.*	Build a case study on an existing successful facility	CFC	Q4 2019	Status: Confirmed
		Create a facility infographic	CFC	Q3 2019	Status: Confirmed
		Develop easily customisable templates for facilities:	CFC	Q3 2019	Status: Confirmed

Squash Australia Strategic Plan 2016 - 2022

		a) letter of support b) council proposal c) business proposal Engage a developer to create a live 'Outdoor Squash' concept and place with a suitable partner.	CFC	Q4 2019	Status: Confirmed
	ii. Provide guidance on best practice facility and business management, including marketing	Develop template of customisable business plan ('Squash Facilities Management Document") which outlines a best practice for operating a squash facility.	CFC	Q4 2019	Status: Confirmed
		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	CFC	Q4 2019	Status: Confirmed

		gage the quality of the opportunity.		
			CFC	Q4 2019	Status: Confirmed
		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 quality of the opportunity.			
	iii. Establish a court owner's network for shared learning and document centres across Australia	Research the practicality of establishing an owner's network conference.	CFC	Q4 2020	Status: 2020
		Complete images and information and add reviews of squash centre	CFC	Q4 2019	Status: Confirmed
		Ensure the monthly centre newsletter is communicated	CFC	Q4 2019	Status: Confirmed

Squash Australia Strategic Plan 2016 - 2022

KSA 5 High Performance

Goal: Win medals that matter for Australia

Strategy	Sub Strategies	Activities	Resp.	Time-line	Measure
1. ATHLETES					
1.1 Improve the utilisation of the AMS system to ensure the program follows best practice for high performance.	*i. Individual Performance Plans on AMS incorporating all aspects of athlete development/performance for WE categorised players.*	Provide documented educational resources and training to players around AMS advantages and use by workshops and eLearning portal.	HP Manager (HPM)	Q1 2020	Status: Confirmed
	ii. All relevant training load data captured through training monitoring system on AMS.	Provide feedback to athletes on appropriate training loading according to evidence based best practice.	HPM	Q1 2020	Status: Confirmed
1.2 Ensure athletes on WE align to strong performance values, evidenced in the performance review process	*i. Percentage of current Winning Edge athletes meeting their*	Conduct Performance Reviews with current Winning Edge athletes from October –	HPM	Q4 2019	Status: Confirmed

28

		performance targets.	December 2019 in preparation for the 2020 year.		
1.3 Enhance S&C support programmes by developing individual programmes for players at the NTC and at remote locations	i. *Improved strength and general fitness results*	Monitor and document fitness result through year (2 tests minimum) and add to player reviews.	HPM	Q4 2019	Status: Confirmed
	ii. *100% Satisfaction with S&C programmes*	Gain feedback through player performance review process and a report from the S&C lead for the review process.	HPM	Q4 2019	Status: Confirmed
1.4 Ensure the wellbeing and engagement of all Winning Edge athletes is at a level sufficient to facilitate good performances.	i. *All Winning Edge players have a wellbeing and engagement assessment and plan.*	Arrange for Winning Edge and other high performing players to have face to face and remote meetings with AW&E Manager	Well-being Advisor (WBA)	Q2 2020	Status: 2020
1.5 Ensure testing protocols are completed twice a year by all on WE programme	i. *Complete full fitness tests, twice a year for WE players*	Complete entry WE/NTC 'new starter' screening protocol.	HPM	Q1 2020	Status: Not complete
2. COACHING					

Squash Australia Strategic Plan 2016 - 2022

2.1 Maintain National Junior Coaching Team	i. *Appoint sufficient National Junior Coaches to manage the junior workload.*	Run National Junior Coaching application process and select appropriate coaches.	HPM	Q4 2019	Status: Confirmed
2.2 Complete annual performance review with coaching team	i. *90% coach satisfaction with Squash Australia support of area*	Complete Coach annual performance reviews which involves appraisal.	HPM	Q4 2020	Status: 2020
		Create individual development plan for coach development.	HPM	Q4 2019	Status: Confirmed
2.3 Launch revamped Performance Development course, in line with the WSF accreditation system	i. *Completion of course*	Develop material and run course in 2019	EdC	Q4 2019	Status: Confirmed
2.4 Run National Coaches Conference	i. *Run conference and achieve a >75% positive feedback rate.*	Run National Coaches Conference with 2020 Australian Junior Open in Q2 2020. Seek presentations from multiple coaches.	HPM	Q3 2019	Status: Confirmed
2.5 Improve communication and	i. *>80% of coaches of AIS Categorised*	Maintain regular communication with coaches.	HPM	Q1 2020	

leadership of all national coaches	*Athletes are engaged with the High Performance Team.*	Distribute annual training plans for NTC athletes to the broader coaching network.			
3. LEADERSHIP AND CULTURE					
3.1 Maintain and develop a strong High-Performance leadership team	*i. 95% Positions full over twelve-month period*	Maintain HP leadership structure and build strong links with the AIS and SIS / SAS. Attend the AIS Performance Conference. Establish individual contacts with each SIS and meet annual to discuss State players, secure them funding and support. Hold monthly performance team meetings (conference call - coaches and support team)	HPM	Q4 2019	Status: Confirmed
3.2 Maintain a strong High Performance Working Group with sector	*i. Maintain and improve*	Maintain Working Group, improve communications	HPM	Q1 2020	Status: Confirmed

		communication	and ensure regular performance team meetings are occurring.			
3.3	**Develop and maintain a HP Risk document and update each quarter**	*1.3 Maintain green status rating with the AIS*	Update Risk Register each quarter with entire performance team and keep in monthly files.	HPM	Q4 2019	Status: Confirmed
3.4	**Enhance documentation around selection processes for teams and WE squad, using the AMS to store**	*i. 100% of criteria published 12 months prior to event.*	Maintain diligence in publishing criteria, as well as notifying HP Working Group and Squash Australia Board one week prior to team announcements.	HPM	Q4 2019	Status: Confirmed
3.5	**Deliver a performance sporting culture workshop to parents and other members of the player sporting entourage, twice a year.**	*i.* Completion of workshops	Lead the player parent and entourage workshops at the AJC and AJO events, with a key theme around performance values and the culture we are developing.	HPM	Q4 2019	Status: Confirmed
4.	**DAILY PERFORMANCE ENVIRONMENT**					

Squash Australia Strategic Plan 2016 - 2022

4.1 Ensure there is an elite coaching program in place at the National Centre.	*i.*	*World Class coaches leading the HP environment through daily contact with athletes.*	Bring on additional coaching support through National Coach, National Junior Coach and consultant coaches.	HPM	Q4 2020	Status: 2020
4.2 Activate a strong 'Integrity' campaign within the DTE, ensuring a continuation of a drug free and high integrity sport.	*i.*	*100% Integrity compliance*	Manage the HP Integrity compliance process and ensure there is full compliance from all areas of performance including all players at the AJC, all National team players and WE players.	HPM	Q4 2019	Status: Confirmed
4.3 Establish suitable overseas training bases to support players on the WE programme.	*i.*	*Have multiple key coaching contacts in the USA and Europe.*	Identify training bases that reflect the climate, time zone and climatic conditions to meet our tournament needs – specifically a training venue locked down for the 2022 CG.	WBA	Q1 2020	Status: 2020
4.4 Improve the communication of the DTE support providers through	*i.*	All support staff have access to AMS	Ensure support staff are upskilled in using AMS and	HPM	Q1 2020	Status: 2020

centralised AMS usage and regular support staff meetings.		and make notes using the system.	that appropriate forms are built for them to enter data into.			
4.5 Develop improved video analysis capability at the DTE	i.	Use video analysis as a feedback tool for >1 session each week.	Establish a regular process of providing video feedback each week and create a database where players can access video footage.	WBA	Q1 2020	Status: 2020
4.6 Develop an annual International Camp for target countries and WE players	i.	Run an International Training Camp.	Prepare an International Training Camp leading into the 2020 World Junior Championships on the Gold Coast. The camp should benefit Winning Edge players and other high performance athletes in Australia.	WBA	Q2 2020	Status: 2020
5. COMPETITION						
5.1 Develop a preparation plan for the 2022 Commonwealth Games	i.	100% player satisfaction with event preparation	Confirm draft 4-year competition and camp program and communicate	HPM	Q4 2019	Status: Confirmed

			with all WE players. This includes annual camps. Send team to MWT, including staging camp.				
5.2 Maintain individual tournament programmes for all WE players	i.	*All Winning Edge players have tournament preparations planned 12 months in advance.*	Maintain individual tournament plans as part of AWE process – 12 months ahead with draft 4-year outline.	HPM	Q4 2019	Status: Confirmed	
5.3 Establish standard procedures for National Team participation.	i.	*All National Team Players understand expectations at international events.*	Establish standard processes for training, team meetings, uniform expectations and team culture, and convey these processes to national team coaches, managers and leading players.	WBA	Q1 2020	Status: Confirmed	
5.4 Actively develop junior competition pathways that help deliver performance outcomes for SQA.	i.	*75% player satisfaction rating with Australian competition structures*	Actively work with the SQA events team to ensure junior competition pathways have the suitable level and	HPM	Q2 2019	Status: Confirmed	

		type of competition including doubles.				
6.	***KNOWLEDGE AND GROWTH***					
6.1 Undertake research across global performance trends and benchmarks within the sport and implement into performance program.	*i. Run one project in 2019/20*	Establish a project to establish global performance trends and produce insights to benefit the performance programme	HPM	Q2 2019	Status: Confirmed	
6.2 Research, develop and implement screening protocols for players full and part time at the National Training Centre	*i. Completion of research and publish screening protocol*	Establish a research project to confirm the entry screening protocols for the programme.	HPM	Q1 2019	Status: Confirmed	
6.3 Regularly update and review integrity framework to ensure Squash Australia is a leader in sport integrity.	*i. 100 % player and coach compliance with framework.*	Develop an integrity education plan and an integrity check plan for players and coaches.	HPM	Q2 2019	Status: Confirmed	
6.4 Establish link with Bond University to investigate what projects can be done in conjunction with them.	*i. Run one project with Bond University in conjunction with a work experience student of research student.*	Meet with Bond University practicum coordinator and engage student support where appropriate.	HPM	Q4 2019	Status: Confirmed	

KSA 6 Education

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

Strategy	Sub Strategy	Activity	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 Performance development coach award and activate. Complete the High-performance coach award Improve content within the coach finder Reaccreditation check in every quarter with coaches expired. Enhance the CRM to provide automatic updates around accreditation before and after expiry. Communicate the change in education framework to	Education Coordinator (EdC) EdC EdC EdC EdC EdC	Q4 2019 Q4 2020 Q1 2020 Q1 2019 Q4 2019 Q1 2019	Status: Confirmed Status: 2020 Status: Confirmed Status: Confirmed Status: Confirmed Completed: Ongoing - Newsletters and Memorandums

2016	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	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

ensure awareness within the Squash community

2017	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	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

2018	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	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

2019	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
Found.	34	50	10	20	22	30	3	10	3	10	16	15	2	10	0	5
Club.	72	80	32	50	68	80	18	20	9	20	26	40	68	80	14	20
Talent.	9	10	7	10	11	15	0	2	2	4	6	8	6	8	0	1
Perfor.	0	1	1	2	1	2	1	0	0	0	0	1	0	1	0	1
HP.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2. Promote knowledge of squash across the squash community.	*i. Annual National and State Coach Conferences and Tutor Training Courses*	Deliver education newsletters every second month to coach database	EdC	Q4 2019	Status: Confirmed
		Provide tutor training course	EdC	Q4 2019	Status: Confirmed

Squash Australia Strategic Plan 2016 - 2022

		schedule so coaches can get qualified to present and assess fellow coaches Make annual plan of all courses published on the online calendar - a year ahead	EdC	Q4 2019	Status: Confirmed
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.*	National Referee	EdC	Q1 2020	Status: 2020
		Addition of a doubles module to State section (National)	EdC	Q1 2020	Status: 2020
		Addition of a Racquetball module on State section (State)	EdC	Q1 2020	Status: Confirmed

2016	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	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

2017	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
CLUB	10	20	11	20	4	20	3	20	0	20	0	20	2	20	1	20
STATE	5	7	3	6	2	4	2	4	2	5	2	5	4	5	0	2
NAT.	4	2	6	2	1	1	1	1	0	1	0	1	3	5	1	2

2018	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
CLUB	10	30	11	30	4	30	3	30	0	30	0	30	2	30	1	30

Squash Australia Strategic Plan 2016 - 2022

	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
STATE	5	10	3	10	2	10	2	10	2	10	2	10	4	10	0	5
NAT.	4	3	6	3	1	2	1	2	0	2	0	2	3	6	1	3

2019	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
CLUB	15	20	7	20	4	14	0	8	1	5	1	5	2	10	1	5
STATE	6	5	2	4	2	3	0	1	3	3	3	2	3	5	0	2
NAT.	4	4	6	6	3	3	1	1	0	1	1	1	3	3	0	1

4. Develop links to maximise research opportunities	*i. Establish a documented list of research institutions and contacts.*	Document a list of research opportunities.	EdC	Q4 2019	Status: Complete
		Maintain an update on current research projects	EdC	Q4 2019	Status: Complete
	ii. Establish a list of research opportunities via performance and education areas.	Develop research and insights leads	EdC	Q4 2020	Status: 2020

KSA 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**	**2016 T**	**2016 A**	**2017 T**	**2017 A**	**2018 T**	**2018 A**	**2019 T**	**2019 A**
					No of Directors on key organisational Committee roles	2	2	3	3	4	3	5	3
	ii. National bodies	Medium	CEO	2017-2020	**Key Measures**	**2017**	**2017 Actual**	**2018**	**2018 Actual**	**2019**	**2019 Actual**		
					No of key committee roles	4	3	6	4	8	4		
	iii. Other groups	Medium	CEO	2017-2020	**Key Measures**	**2017**	**2017 Actual**	**2018**	**2018 Actual**	**2019**	**2019 Actual**		
					No of key Committee roles	6	5	8	5	10	15		
2. Develop an integrated influence plan with State partners across community sport.	i. State government	Medium	CEO	2017 - 2020	No data provided								
	ii. Local government	Medium	CEO	2017 - 2020	No data provided								
	iii. Educational environment	Medium	CEO	2017 - 2020	No data provided								
3. Develop an Ambassador programme of Squash	i. Find a mutually beneficial National Charity to work with.	Low	CEO	2019	Status: Confirmed								

Squash Australia Strategic Plan 2016 - 2022

linked stakeholders with national profile.	ii. Develop an exit pathway for players in transition from playing career.	Low	CEO	2018	Status: Confirmed
	iii. Establish a formal network of official Squash Australia ambassadors.	Low	CEO	2019	Status: Confirmed

Squash Australia Strategic Plan 2016 - 2022

KSA 8 Profile

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

Strategy	Sub Strategies	Activity	Responsible	Timeline	Measure		
1. **Maximise new media to enhance profile, promotion and communication.**	i. *Develop and maintain an excellent website.*	Ensure fresh content is compiled weekly with photo and video elements added	Comms and Marketing Manager (CMM)	Q4 2019	Status: Confirmed		
		Maximise Benefit Portal Usage	CMM	Q4 2018	Status: Closed July 2019		
		Develop plan for affiliated sites content (Carrara, State sites etc..)	CMM	Q3 2019	**Key Measures**	**Web traffic target**	**Actual**
					2017	200k	1456,23
					2018	220k	148,578
					2019	240k	175,777
					2020	260k	
					2021	280k	
					Key Measures	**Benefits Portal target**	
		Develop marketing and media plan for Carrara	CMM	Q3 2019	2017	303	
					2018	300	
		Build Social Media pages for Squash Girls Can	CMM	Q3 2019	2019	346	

	ii. Establish and maintain a SquashAustralia. TV streaming channel for digital content.	Create improved streaming plan with Events Coordinator for 2019	CMM	Q4 2019	Status: Confirmed
		Develop monthly magazine show	CMM	Q4 2019	Status: On hold since March

Key Measures	SA, TV subscribers	No of Interviews	Views per year	No Events Streamed
2017 Actual	698	80	43,097	6
2018 Actual	720	110	70K	9
2019 Actual	1373	120	180k	12

iii. Encourage social media communication through the squash community	Develop a new communication plan for PSA and national team players (include PSA content, Twitter/Instagram takeovers + plan for media appearances upon return to Australia)	CMM	Q4 2019	Status: Confirmed
	Develop LinkedIn targeting capability (with Profile WG)	CMM	Q4 2019	Status: Confirmed
	Target a rise in engagement across all social platforms with an increased focus on Instagram and Facebook with the aim of growing past competing sports.	CMM	Q4 2019	Status: Confirmed
	Build social media strategy for key events (e.g. world doubles, Olympic announcement), including any commercial references.		Ongoing	

Key Measures		Twitter followers	Facebook followers
2016	T	1100	2000
	A	1170	2486
2017	T	1300	3000
	A	1377	3583
2018	T	1700	4000
	A	1521	4162
2019	T	1900	4300
	A	1646	5250

Squash Australia Strategic Plan 2016 - 2022

2. **Develop and maintain a Squash Australia Communication and Media plan**.	i. *Develop and activate a communication and media plan in partnership with the States.*	Maintain Communication and Media plan.	CMM	Q4 2019	Status: Confirmed
	Ii *Develop Marketing plan for WJC*	Build Social Media pages for World Junior Championships		Q4 2019	Status: Complete
		Develop Commercial Plan for World Junior Championships		Q4 2019	Status: Complete
3. **Improve Squash Australia income streams.**	i. *Develop and activate Marketing plan*	Maintain Marketing plan and activation	CMM	Q4 2019	Status: Complete
		Develop a sponsor target list for World Juniors (2020)	CMM	Q3 2019	Status: Complete
4. Develop and activate broadcasters and media plan.	i. *Develop a relationship with Australia Sports broadcasters*	Ensure TV, Radio and Print opportunities are built into profile milestones for 2019 (see 2019 marketing/comms plan)	CMM	Q1 2019	Status: Complete
		Establish a streaming/broadcast plan for major events (World Juniors)	CMM	Q1 2020	Status: Complete
		Work towards content (from event streaming) that is high enough quality to pitch a monthly broadcast production around Squash.	CMM	Q4 2019	Status: Complete

46

5. Image Archives	I. WJC	Imagery of star players likely to play in WJC	CMM	Q4 2019	Status: Complete
	ii. Referees	Stock photos of referees	CMM	Q4 2019	Status: Complete
	iii Coaches	Stock photos of coaches	CMM	Q4 2019	Status: Complete

Squash Australia Strategic Plan 2016 - 2022

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								
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	2017 - 2019	**Key Measures**	**2016**	**2016 A**	**2017**	**2017 A**	**2018**	**2018 A**	**2019**	**2019 A**
					ASC Governance Principles	90%	90%	95%	95%	95%	97%	97%	100%
	ii. *Provide regular board review and training*	High	CEO	Q4 2019	Status: Complete								
	iii. *Provide external review of the Board*	High	CEO	Q4 2019	Status: Complete								
2. Ensure there is excellent controls around Finance via the AFRC	i. *Establish 6-month financial reserves*	Medium	CEO	2022	Status: 2 months on track								
	ii. *Create a risk register and update each quarter*	Medium	CEO	Q4 2019	Status: Complete								
	iii. *Ensure there is exceptional Staff performance - Staff appraisals, training and controls by implementing new HR system*	Medium/High	CEO	Q4 2019	Status: Complete								

3. Develop less reliance on ASC funding by developing new income streams	*i. Establish and maintain an eShop concept which can generate income for squash centres and grassroots programmes*	Medium	CEO	Q4 2017	Status: Complete
	ii. Increase commercial income by 10%	Medium	CEO	Q4 2019	Status: Complete
	iii. Develop a 4-year commercial plan with an aim to reduce SA funding to <50% of total income.	Medium	CEO	Q4 2018	Status: Complete