



# STRATEGIC PLAN 2021 - 2023

Final Document

## OBJECTIVE 1: INDUSTRY UNIFICATION

Bring the community together under one banner. United we can deliver a better outcome.

	Outcome(s) / Measure(s) / Deliverable(s)	Y1 H1	Y1 H2	Y2	Y3
<b>1. Collaboratively review S&amp;RV structure to better reflect the interests of all stakeholder groups</b>	A shared vision for S&RV that all stakeholders buy in to				
<b>1.1 Establish working group to create draft Unification Roadmap</b>	a. Working group established	✓			
	b. Draft proposal completed	✓			
<b>1.2 Communicate to stakeholders and seek feedback</b>	a. Stakeholder consultation completed and integrated into proposal		✓		
<b>1.3 Finalise Roadmap for ratification and implementation of necessary changes</b>	a. Proposal finalised			✓	
	b. Implemented roadmap			✓	
<b>2. Strengthen the relationship between S&amp;RV and its stakeholders</b>	Annual stakeholder satisfaction survey shows year on year improvement				
<b>2.1 Advocate for whole of sport</b>	a. Suite of supportive cases created including for school sporting organisations and Government/LGAs	✓			
<b>2.2 Enable regular stakeholder contribution to decision making</b>	a. Tiered Stakeholder Representative Groups established (Venues, Players, Clubs, Coaches, Referees) and meeting regularly		✓		
<b>2.3 Promote and facilitate collaboration between stakeholders</b>	a. Hold annual metro and regional forums			✓	
<b>2.4 Explore introducing a unified technology platform</b>	a. Feasibility study completed and reviewed by board		✓		
<b>3. Adopt and implement Squash Australia and Sport Australia's commitment to child safety and inclusivity</b>	100% industry-wide compliance				
<b>3.1 Support members to ensure they are meeting the Standards and developing a child safe culture within their</b>	a. Annual audit		✓		

club/venue.	b. Database of compliance documents created and maintained		✓		
-------------	--	--	---	--	--

## OBJECTIVE 2: FINANCIAL SECURITY

Build financial independence to ensure the future of our sports.

	Outcome(s) / Measure(s) / Deliverable(s)	Y1 H1	Y1 H2	Y2	Y3
<b>1. Extend affiliation to include all stakeholder groups</b>	Year on year increase in membership and revenue				
<b>1.1 Review and enhance affiliation packages</b>	a. Affiliation captures non-playing coaches, referees and social players	✓			
	b. Year on year increase in affiliation			✓	
<b>1.2 Review Squash Australia affiliation and insurance arrangements in conjunction with SSAs</b>	a. Report completed for review by the board	✓			
	b. Publish discussion paper for stakeholder input		✓		
<b>1.3 Develop an updated Squash &amp; Racquetball product range and introduce to stakeholders</b>	a. Perform gap analysis			✓	
	b. Draft proposed product range			✓	
<b>2. Secure all appropriate government funding</b>	A. Maintain current funding.				
	B. Gain government funding for preferred Projects				
<b>2.1 Explore available funding opportunities</b>	a. Identify additional opportunities meeting government objectives which deliver positive outcomes for S&RV	✓			
<b>2.2 Strengthen relationships with relevant Government bodies</b>	a. Work to gain understanding by, and confidence of, government	✓			
<b>2.3 Negotiate new agreements with MSAC to increase revenue</b>	a. New agreement finalised	✓			
<b>3. Pursue appropriate non-government funding</b>	Gain funding for S&RV initiatives/programs				
<b>3.1 Pursue new financial partnerships</b>	a. Develop value propositions for potential partners	✓			

<b>3.2 Strengthen existing partnerships with a focus on meeting our obligations to partners</b>			✓		
<b>3.3 Pursue non traditional funding opportunities</b>	a. Develop list of NTF opportunities for board review	✓			
	b. Pilot known opportunities	✓			
	c. Develop value propositions for donors		✓		

### OBJECTIVE 3: PARTICIPATION & PERFORMANCE

Provide programs and pathways that encourage regular lifelong engagement in our sports.

	Outcome(s) / Measure(s) / Deliverable(s)	Y1 H1	Y1 H2	Y2	Y3
<b>1. Develop a framework that provides participation and performance pathways for squash &amp; racquetball</b>	Year on year increase in participation				
<b>1.1 Create and introduce a tiered, scalable and resourced competition</b>	a. Pilot program launched in metro and regional venues			✓	
<b>1.2 Embrace new technologies to increase appeal</b>	a. Relevant new technologies identified and graded		✓		
	b. Documented plan for utilisation of MultiBall	✓			
<b>2. Attract school-aged players to our sports</b>	A. Significant year on year increase in number of school-aged members				
	B. Significant year on year increase in schools engaged by S&RV				
<b>2.1 Introduce an entry-level participation program linking schools to clubs / venues</b>	a. Pilot program delivered at metro and regional venues/clubs		✓		
<b>2.2 Assist clubs and venues to develop and implement junior programs</b>	a. Year on year increase in venues/clubs offering junior programs	✓			
	b. Year on year increase in number of junior players			✓	
<b>2.3 Strengthen relationships with all relevant school sporting organisations</b>	a. Work to gain understanding by, and confidence of, school sporting organisations	✓			
<b>2.4 Promote Primary School Racquetball and Secondary School Squash competitions</b>	a. Year on year increase in number of participating schools and teams	✓			
<b>3. Re-engage former players</b>	Number of re-affiliated players				
<b>3.1 Develop and implement a campaign to reconnect with former players</b>	a. Build and maintain database of former players			✓	

4. Ensure the delivery of events for players of all abilities and ages	A co-ordinated range of events to cater for all stakeholder groups				
4.1 Develop a comprehensive statewide Events Strategy	a. A centrally managed calendar of events	✓			
	b. An events strategy that also aligns with Squash Australia		✓		
5. Provide performance pathways for developing talented athletes	Talented players are identified and enabled to reach their full potential				
5.1 Implement a tiered junior talent identification and development program	a. Year on year improvement at national YAG			✓	
5.2 Create an underpinning program that ensures talented athletes are supported to progress to national performance pathway and the PSA	a. Year on year improvement in: <ul style="list-style-type: none"> <li>• 19YAG rankings</li> <li>• Australian senior rankings</li> <li>• PSA rankings</li> </ul>				✓
6. Protect existing squash and racquetball facilities	The number of courts does not decrease.				
6.1 Perform an Audit of Squash and Racquetball facilities to better understand their resources and capabilities	a. Completed database of facilities	✓			
	b. Well-resourced and under resourced facilities identified	✓			
6.2 Develop a supportive case to assist Council Planning and build relationships with LGAs in partnership with Squash Australia	a. A persuasive, evidence based presentation developed	✓			
6.3 Facilitate the transfer of ownership of venues to non-government NFP entities				✓	

**OBJECTIVE 4: STRONG POSITIVE PROFILE****Enhance the profile and awareness of Squash and Racquetball within the community.**

	<b>Outcome(s) / Measure(s) / Deliverable(s)</b>	<b>Y1 H1</b>	<b>Y1 H2</b>	<b>Y2</b>	<b>Y3</b>
<b>1. Develop and implement a comprehensive marketing strategy</b>	Increase visibility of Squash & Racquetball				
<b>1.1 Develop a clear understanding of our marketplace</b>	a. Marketing analysis completed for Board review	✓			
<b>1.2 Build a clear, unified brand</b>	a. Branding package		✓		
<b>1.3 Develop and implement a marketing framework</b>	a. Message and "Look and Feel" defined.		✓		
<b>2. Develop and implement a comprehensive communications strategy</b>	Increased community awareness and appreciation of the benefits of Squash & Racquetball				
<b>2.1 Develop and implement a comprehensive Promotions Plan</b>	a. Promotion channels, methods and associated messages are formalised	✓			
<b>2.2 Develop and implement a Public Relations Strategy</b>	a. Appropriate media and other organisations are documented	✓			
	b. Standardised communications employed statewide		✓		
	c. Ambassadors identified and included in communications strategy		✓		



## OBJECTIVE 5: WORKFORCE DEVELOPMENT

Support venues, clubs, coaches, referees, staff and volunteers.

	Outcome(s) / Measure(s) / Deliverable(s)	Y1 H1	Y1 H2	Y2	Y3
<b>1. Provide pathways and opportunities for coaches and supporting personnel</b>	Improve the capacity of our coaches				
<b>1.1 Deliver Squash Australia coach accreditation courses</b>	a. Year on year increase in the number of accredited coaches		✓		
<b>1.2 Develop coaching certification for specific S&amp;RV programs</b>	a. Year on year increase in the number of program certified coaches	✓			
<b>1.3 Provide regular communication and support to coaches at all levels</b>	a. Database of coaches and support personnel	✓			
<b>2. Provide pathways and opportunities for referees</b>	Improve the capacity of our referees				
<b>2.1 Deliver Squash Australia referee accreditation courses</b>	a. Year on year increase in the number of accredited referees		✓		
<b>2.2 Provide regular communication and support for referees at all levels</b>	a. Database of referees	✓			
<b>3. Develop a best practice management framework for venues and clubs</b>	Improve the capacity of our venues and clubs				
<b>3.1 Develop and share 'best practice' resources to support different operating models</b>	a. Document best practices gathered from successful operators.	✓			
	b. Directory of external resources	✓			
<b>3.2 Provide training to support the development of personnel</b>		✓			
<b>4. Provide pathways, opportunities &amp; recognition for volunteers</b>	Improve the capacity of our volunteers				
<b>4.1 Develop a network of volunteers and volunteer coordinators</b>	a. Statewide volunteer database	✓			

<b>4.2 Develop and implement a campaign to recruit new volunteers</b>	a. Year on Year increase in the number of volunteers		✓		
<b>4.3 Provide training and resources to support our volunteer workforce</b>				✓	

