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 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 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

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 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.
- Clear - communicating effectively.
- Transparent - ensuring a level playing field.

Key Result Areas

The focus of the organisation will be:

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

Squash Australia Strategic Plan 2016 - 2022

KSA 1 Participation

Goal: Squash will be thriving participant sport for all Australians

Strategy	Sub Strategies	Activities	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)	Q4 2018	Complete: Ongoing
		Develop opportunities and challenges document developed and maintained in conjunction with the Events Coordinator		Q4 2018	Complete: Ongoing
		Help ensure the new Matrix rating system is launched		Q4 2018	Complete: On track
		Help ensure a new grading system is developed		Q4 2019	Complete: On Track

Key Measures	2016		2017		2018	
	A	T	A	T	A	T
Full Active Members	15,351	14,000	18,229	18,000	18,158	19,000
Program Participants	21861	20,000	18,299	23,000	18,306	25,000
School Participants	26495	27800	28,032	28,000	24,176	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		

	ii. Maintain a national membership program of relevant benefits to all age groups and competition levels	Provide feedback to the Business Development Manager in to the annual improvements plan for the membership benefits area.	PM	Q4 2018	Complete: Complete – Decision required around Benefits Portal

2. Ensure key participation segments and insights in to 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 at all levels. Consult with States and Clubs via annual interviews and surveys to understand the landscape at all levels.	PM	Q4 2018	Complete: Not Due

Complete: Not Due

Survey	2016 T	2016 A	2017 A	2018 T	2018 A
Centres	25	79	120	170	150
Universities	10	14	20	25	20
Schools	50	52	100	200	150
Players	250	589	200	400	400

ii. Maintain the four-year participation plan.

Consult with Sports Australia regarding participation planning expectations and relevant insights.

Q4 2018

Complete: Complete
Participation Programs in Place

Program	2016		2017		2018	
	A	T	A	T	A	T
No of Products	2	2	3	3	5	5

iii. Maintain nationally branded participation products for different market segments.

Participation program activation template created considering all aspects of program design.

Q4 2018

Complete: Not Due

Programs Implemented

Program	2018		2019	
	A	T	A	T
Hits n Giggles	2	3		5
Cardio Squash	0	1		4
Play Move Learn	3	1		4
Pop Up Squash	8	4		8
Social Squash	0	0		1
Gentle Squash	0	0		1

Implement and continue to develop programs to improve SA's reach into different market segments, including but not limited to:

- Cardio Squash — Q4 2018

- Play Move Learn — Q4 2018

- Gentle Squash — Q4 2019

		- Social Squash		Q4 2019	

Ausplay Survey Numbers

Key Measures	2016		2017		2018		2019	
	A	T	A	T	A	T	A	T
No. of Participants ('000)	161	150	168	160	183	170		180

Release Date	Reporting Period	Participation (000's)		
		Adults	**Children**	**Total**
Dec 16	Oct 15 – Sep 16	153.1	8.4	161.5
April 17	Jan 16 – Dec 16	137	13	150
Nov 17	July 16 – June 17	158.8	9.2	168
April 18	Jan 17 – Dec 17	175.3	7.6	182.9
Nov 18				

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.	Enable more clubs and centres to benefit from OzSquash.	PM	Q4 2018	Complete: Ongoing
		Maintain and communicate the 'Activating Squash in Schools and Universities' resource for squash stakeholders.		Q4 2018	Complete: Ongoing Complete: Ongoing Complete: Ongoing
		Maintain an overview of best practice case studies relating to school and university partnerships for the benefit of squash stakeholders.		Q4 2018	
		Document the National competitions for Squash and Racquetball through each State.		Q4 2018	

Key Measure	2015		2016		2017		2018	
	A	T	A	T	A	T	A	T
OzSquash	11	20	48	25	58	50	31	60

Key Measure	2019		2020		2021	
	A	T	A	T	A	T
OzSquash		60				
Secondary Schools		5				

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.	PM	Q4 2018	Complete: Ongoing

Squash Australia Strategic Plan 2016 - 2022

KSA 2 Membership

Goal: Provide a best in class player experience

Strategy	Sub Strategies	Activities	Responsible	Timeline	Measure
1. **Increase the value of being a member of Squash Australia.**	i. *Improve the member's benefits offering*	Create an annual improvement plan for the membership benefits area and activate.	Membership Services Manager	Q4 2018	
		Activate Centremark Benefits Programme		Q4 2018	
		Create quarterly affiliation database reports		Q4 2018	
		Maintain a Sporty HQ tracking sheet and produce an annual report		Q4 2018	
		Develop recommendation report to improve affiliation system		Q4 2018	
		Run successful and profitable Awards Night Annually		Q4 2018	

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

Affiliation Numbers:

State	2016 T	2016 A	2017 T	2017 A	2018	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	1500	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	3436	4250	4400
WA	1100	1524	1600	2267	1700	2050	1800	1900
Total	12,435	12,504	13,300	15,237	13,825	14,628	14,410	15,100

ii. *Improve communication channels to the squash community*	Develop State sharing capacity of the CRM database.	Membership Services Manager	Q4 2019	Complete: Due 2019
	Provide training resources and host annual training days for States and Territories e.g. develop user webinars and PowerPoints for eLearning.		Q4 2018	Complete: Yes
	Create 2 magazines each year		Q4 2018	Complete: Yes
	Provide poster packs and advertising material to all stakeholders.		Q4 2018	Complete: Yes
	Develop monthly magazine show		Q4 2018	Complete: Yes
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 • Bi monthly – coaches • Bi monthly – centres • Bi monthly – education inst.	Membership Services Manager	Q4 2018	Complete: Yes

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	
	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	
Coach	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	Produce IT Strategy	Membership Manager	Q3 2018	Complete: In Process: 28/29th November
		Complete Phase 3 eLearning		Q2 2018	Complete: In Process
		Produce an annual eLearning improvement report		Q4 2018	Complete
	ii. Develop integrated solutions of interest to the members on the website	Complete review rating improvement on the court finder	Membership Manager	Q4 2018	Complete: In Process
		Develop Programme Finder on website		Q2 2019	Complete: Not due
		Maintain and improve the coach finder		Q4 2018	Complete: In Process

iii. *Develop a customer satisfaction survey to establish player's satisfaction of services.*	Develop an annual Customer Satisfaction Survey for all participants Produce report on customer service opinions	Membership Services Manager	Q4 2018 Q4 2019	

Key Measures	2018	2018 A	2019	2020
Positive customer satisfaction survey target	70%	TBC	80%	85%

Confirmed: In Process

KSA 3 Events

Goal: Run world class events for all members

Strategy	Sub Strategies	Activities	Responsible	Timeline	Measure
1. **Develop a world class events capability.**	i. *Successfully secure annual World Class events*	Guarantee at least one world class event each year. Run SA events with no financial loss. Create working parties for each SA event 12 months out and keep files live in the dropbox Develop a glass showcourt team for installing and removing glass court for major events Complete post event repots within a week of the event with final budget	Events Coordinator	Q4 2017 Q4 2018 Q4 2018 Q1 2018 Q4 2018	(measure table below)

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

Complete: Yes

Complete: yes

Complete: No

Complete: Yes

		Help deliver the World Coaches Conference, ensuring the event runs in surplus		Q3 2018	Complete: Yes
	ii. *Develop a skilled events workforce*	Ensure relevant content for all sporty HQ linked events software is available on the eLearning platform.	Events Coordinator	Q4 2018	Complete: Yes
		Annually updated all events policies by 1st November		Q3 2018	Complete: In Process
	iii. *Develop a 4-year Events planning cycle.*	A two year in advance calendar draft by July 1st each year	Events Coordinator	Q2 2018	Complete: Yes
		A year in advance confirmed by July 1st each year		Q2 2018	Confirmed: Yes
		Produce an events improvements report		Q4 2018	Confirmed: In Progress
		Help ensure the MSM runs a successful Awards night		Q4 2018	Confirmed: Yes

2. Develop an Australian Squash Tour Circuit to the benefit of Australian players.	i. Establish an Australian Squash Tour Circuit of events.	Register AST events by 1st July each year	Events Coordinator	Q2 2018	Confirmed: No – ongoing problem

Objective 2 detailed rows:

Action	Task	Responsibility	Timing	Status
i. Establish an Australian Squash Tour Circuit of events.	Register AST events by 1st July each year	Events Coordinator	Q2 2018	Confirmed: No – ongoing problem
	Register PSA events with PSA by Q3 the year in advance		Q3 2018	Confirmed: No – ongoing problem
	Develop a streaming schedule one year ahead for the AST		Q2 2018	
	Create a monthly AST ranking update and publish related news item		Q4 2018	
	Completed daily updates for all AST events		Q4 2018	
	Add a doubles event series in to the AST		Q4 2018	

Number of events streamed

Key Measures	2016 Target	2016 Actual	2017 Target	2017 Actual	2018 Target	2018 Actual	2019	2020
Events Streamed	3	7	5	7	8	7	13	

No. subscribers no. views

Key Measures	2017 Target	2017 Actual	2018 Target	2018 Actual	2019	2020
Subscribers	600	720	700		800	1000
Views total	10000	50728	15000		20000	25000

Action	Task	Responsibility	Timing	Status
ii. Work with the States to ensure player numbers are increasing in the Australian competition structure.	Develop a State Graded Open competition structure	Events Coordinator	Q1 2019	Confirmed: Not due
	Launch a new Australian Club Championships		Q3 2018	Confirmed: Launched in September 2018
iii. Improve the branding of Squash Australia events and grow commercial income	Ensure all funding initiatives are locked in 12 months ahead of events.	Events Coordinator	Q4 2018	Confirmed: Complete

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	Events Coordinator	Q1 2019	Complete: In progress, first review completed end of 2017.
		ii. Develop a National competition series for each grade of player.	Add State Graded events to the AST	Events Coordinator	Q1 2019	Confirmed: Not due
			Develop an automated ranking process		Q1 2019	Confirmed: Not due
		iii. Improve tournament rating/ranking systems	Create an annual matrix improvement report	Events Coordinator	Q2 2018	Complete: Yes
			Develop plan and launch new rating system - Matrix		Q4 2018	Completed: Almost
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	Events Coordinator	Q2 2018	No of referees certified through the eLearning system:
			Complete annual referee requirement report (Event referee requirements for future year and referee development plan)		Q4 2018	
			Establish a process at junior events for junior player to referee matches		Q4 2019	Confirmed: Not due

No of referees certified through the eLearning system:

	2017	2018	2019	2020
Target	25	40	60	
Actual	20			

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| 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 | Events Coordinator | Q4 2018 | *(see tables below)* |

	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

	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
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

	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
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

	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
2019	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
CLUB		40		40		40		40		40		40		40		40
STATE		13		15		20		20		12		12		15		7

iii.	Develop content for the referee section of the eLearning resource.	State course capability	Education Coordinator	Q2 2018	Complete: Complete
		National course capability		Q2 2019	Complete: In Progress
					Complete: Not due
		Develop additional Racquetball module		Q4 2019	
		Develop additional Doubles module		Q4 2019	Complete: Not due

Squash Australia Strategic Plan 2016 - 2022

KSA 4 Squash Facilities

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

Strategy	Sub Strategies	Activities	Responsible	Timeline	Measure
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 Manager	Q4 2018	See measure table below
	ii. *Private lifestyle facilities and increase*	Develop a 4-year plan for private lifestyle facilities	Community Facilities Manager	Q4 2018	See measure table below
	iii. *Educational facilities and increase*	Develop a 4-year plan for educational facilities	Community Facilities Manager	Q4 2018	See measure table below
	iv. *Publicly owned facilities and increase*	Develop a 4-year plan for publicly owned facilities	Community Facilities Manager	Q4 2018	See measure table below
	v. *Develop Squash Centre life cycle*	Capture and document the life cycle of squash centres across Australia	Community Facilities Manager	Q4 2018	Complete: In process
	vi. *Annual audit of centres*	Manage twice a year wellbeing phone/in person communication with squash centres.	Community Facilities Manager	Q4 2018	Complete: In process
2. **Develop a 4-year Facilities Strategy.**	i. *Activate Strategy*	Circulate the Facilities Strategy to all Councils and universities in Australia	Community Facilities Manager	Q4 2018	Complete: Yes

Measure — i. Individual centre/courts

Key Measures	2016		2017		2018		2019		2020	
	A	T	A	T	A	T	A	T	A	T
Ind. centre courts	1127	1100	1127	1136	1129	1136				

Measure — ii. Private lifestyle

Key Measures	2016		2017		2018		2019		2020	
	A	T	A	T	A	T	A	T	A	T
Private lifestyle courts	186	186	186	187	186	188				

Measure — iii. Educational

Key Measures	2016		2017		2018		2019		2020	
	A	T	A	T	A	T	A	T	A	T
Education courts	97	96	95	97	95	98				

Measure — iv. Publicly owned

Key Measures	2016		2017		2018		2019		2020	
	A	T	A	T	A	T	A	T	A	T
Publicly owned courts	207	206	207	207	207	208				

		Deliver Facilities presentation at the Park and Leisure annual conference.		Q4 2018	Complete: Yes
		Deliver at regional park and leisure conference		Q2 2018	Complete: No
		Deliver a Facilities presentation at the University Sport Annual conference.		Q4 2018	Complete: No
		Develop a relationship with the PCYC		Q4 2018	Complete: No
		Develop a relationship with the YMCA		Q4 2018	Complete: No
		Develop a relationship in the educational facility building area		Q4 2018	Complete: No
		Map the Federal/State sports facilities Master plans		Q4 2018	Complete: In process
		Develop relationships with the key house builders in Australia in regards the development of sports facilities for news housing developments		Q4 2018	Complete: No
	i. *Establish an advisory group to help create innovative ideas for development of Squash facilities*	Develop a network of facility consultants to facilitate the Squash facility message	Community Facilities Manager	Q4 2018	Complete: We have engaged Steve Walton, Kevin Quick, CourtTech distributing packs to facilities.
		Develop relationship with peak industrial bodies		Q4 2018	Complete: not started
		Maintain Facilities WG		Q4 2018	Complete: in progress

3. **Develop Centre Operator progammes.**	i. *Improve the centre operator programme 'Centremark'*	Maintain and improve the centremark programme with the MSM	Community Facilities Manager	Q4 2018	Complete: Yes
	ii. *Develop marketing packages for affiliated centres e.g. posters and programme linked materials*	Feedback to the PM and CMM around requirements annually around facilities marketing collateral.	Community Facilities Manager	Q4 2018	Complete: Yes
	iii. *Use technology to increase the benefits of association of Squash centres to Squash Australia.*	Develop a portal for centre benefits on the loyalty corp portal platform.	Community Facilities Manager	Q4 2018	Complete: No
4. **Promote the construction of new multi-purpose 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	Community Facilities Manager	Q4 2018	Complete: document created
		Create a facility infographic		Q4 2018	Complete: in progress
		Develop easily customisable templates for facilities:		Q3 2018	Complete: Letter Created
		a. letter of support			
		b. council proposal			
		c. business proposal			
		Project manage the development of the squash		Q3 2018	Complete: Yes

		facilities at the Carrara development			Complete: on going
		Engage a developer to create a live 'Outdoor Squash' concept and place with a suitable partner.		Q4 2018	
	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.	Community Facilities Manager	Q4 2019	Complete: in progress
		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.		Q4 2018	Complete: in progress – GD has created a document which provides some information need to build in other areas in due course.
		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.		Q4 2018	Complete: as above
	iii. Establish a court owner's network for shared learning and document centres across Australia	Research the practicality of establishing an owners network conference.	Community Facilities Manager	Q9 2018	Complete: Not due
		Complete images and information and add reviews of squash centre		Q4 2018	Complete: In Progress

		Ensure the quarterly monthly centre newsletter is communicated (4 a year)		Q4 2018	Complete: this has changed to monthly.										
					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	472	440				

Squash Australia Strategic Plan 2016 - 2022

KSA 5 High Performance

Goal: Win medals that matter for Australia

Strategy	Sub Strategies	Priority Status	Responsible	Timeline	Measure
1. **Ensure quality and quantity to achieve Squash Australia performance targets.**	i. *Maintain Winning Edge squad*	High	Head of Performance	Q3 2018	Complete: **yes**
	ii. *Complete annual performance reviews with all AWE categorised players*	High	Head of Performance	Q3 2018	Complete: **yes**
	iii. *Complete preparation plan for CG18 which includes preparation for WD17 and MWT17*	High	Head of Performance	Q2 2018	Complete: **yes**
	iv. *Launch National Academy and associated talent identification programme*	High	Head of Performance	Q4 2018	Complete: Due in 2018, have undertaken initial work and have consulted with States and the AIS Pathway team. <table><tr><td>Key Measures</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td></tr><tr><td>No of Academies</td><td>2</td><td>4</td><td>6</td><td>8</td></tr><tr><td>Actual</td><td>2</td><td>0</td><td>0</td><td>0</td></tr></table>
	v. *Review testing protocols and their associated rationale to identify squash talent*	Medium	Head of Performance	Q4 2018	Complete: **yes**
2. **Ensure coaching performance and culture enables**	i. *Maintain National Junior Coaching Team*	High	Head of Performance	Q3 2018	Completed: **yes** Criteria produced and on the Squash Australia website

Key Measures sub-table for strategy 1.iv:

Key Measures	2018	2019	2020	2021
No of Academies	2	4	6	8
Actual	2	0	0	0

and contributes towards Squash Australia's performance targets	ii. Complete annual performance review of coaching team	High	Head of Performance	Q4 2017	*(see measures table below)*		

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	
Position at World Team Champs (M/F)	n/a	n/a	3-4	3	n/a	n/a	3-4	
	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	n/a	
	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		5/8	
	9/16	n/a	9/16	17/32	5/8		5/8	

In addition to the above we achieved 4 World Doubles Championship medals.

	iii. Implement a leadership development programme	Medium	Head of Performance	Q3 2018	Complete: **yes** Have completed the linked AIS/Melbourne Business School Leadership development course.
	iv. Launch the new revamped Talent Development course, in line with the WSF accreditation system	High	Head of Performance	Q4 2018	Completed: **yes**
	v. Send a coach to the WSF Coaches Conference		Head of Performance	Q3 2018	Complete: **yes**
3. Ensure National Leadership and direction relating to performance objectives of the High-Performance Strategy	i. Maintain a strong High-Performance management leadership team	Medium	Head of Performance	Q2 2018	Complete: **yes**
	ii. Maintain a strong High-Performance Working Group to help guide the HP system	Medium	Head of Performance	Q2 2018	Complete: **yes** Added David Palmer and Shane Lemcke

		iii.	Deliver HP programme with appropriate succession planning, administrative and logistical personnel	High	Head of Performance	Q2 2018	Complete: **yes**
		iv.	Develop a strong leadership development programme for the HP team	Medium	Head of Performance	Q2 2018	Complete: **yes**
		v.	Develop and maintain a HP Risk document and update each quarter	High	Head of Performance	Q2 2018	Complete: **yes**
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.	Maintain and improve the National Training Centre	High	Head of Performance	Q2 2018	Complete National squad criteria: **yes**
		ii.	Provide access to world class support services	High	Head of Performance	Q2 2018	Completed: **yes**
		iii.	Establish suitable overseas training bases to support the programme	High	Head of Performance	Q2 2018	High performance Camp run: **yes** Cornell University in the USA and England Squash National Centre in Manchester.
		iv.	Improve High Performance facility provision, aligning with the Squash Australia Facility Strategy	Medium	Head of Performance	Q1 2018	Complete: **yes**
		v.	Develop SSSM, ASADA, Match-Fixing, integrity protocol for the HP area		Head of Performance	Q2 2018	Complete: **yes**
5.	Ensure all High-Performance competitions meet athletes' performance needs.	i.	Develop a preparation plan for the 2018 CG	High	Head of Performance	Q2 2018	Complete: **yes**
		ii.	Develop a preparation plan for the 2018 World Women's Team Championships	High	Head of Performance	Q1 2018	Complete: **yes**
		iii.	Develop a preparation plan for the 2019 World Doubles	High	Head of Performance	Q2 2018	Complete: **yes**
		iv.	Maintain individual tournament programmes	High	Head of Performance	Q2 2018	Complete: **yes**

	v.	Ensure the Australian Squash Tour develops the correct level of events for AWE categorised players		Head of Performance	Q1 2018	Complete: **yes**
6. Develop and implement research and innovation strategy to HP performance targets	i.	Establish a link with an education establishment to develop testing protocols for squash	Medium	Head of Performance	Q2 2018	Completed: **yes**
	ii.	Establish a link with an education establishment to do research in the biomechanical movement of squash	High	Head of Performance	Q2 2018	Completed: **yes**
	iii.	Develop an Athlete Talent Pathway document	High	Head of Performance	Q4 2018	Completed; **yes**
	iv.	Partner with a university to research squash participation demographics	High	Head of Performance	Q2 2018	Complete: **yes,** in process
	v.	Research and develop a Squash Australia Facilities Strategy	Medium	Head of Performance	Q1 2018	Complete: **yes**

Squash Australia Strategic Plan 2016 - 2022

KSA 6 Education

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

Strategy	Sub Strategies	Activities	Responsible	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 Club development award.	Education Coordinator (EdC)	Q1 2018	Completed: Yes
		Complete the Talent Development coach award and activate.		Q3 2018	Completed: Content complete, in the process of being uploaded on to the eLearning platform
		Complete the Performance development coach award and activate.		Q4 2019	Completed: Not due
		Complete the High-performance coach award.		Q4 2020	Completed: Not due
		Coach Education Framework Updated		Q4 2018	Completed: Not due
		Improve content within the coach finder		Q4 2018	Completed: OnGoing
		Reaccreditation check in every quarter with coaches expired.		Q4 2018	Completed: Not due
		Enhance the CRM to provide automatic updates around accreditation before and after expiry.		Q4 2019	Completed: Ongoing

Process coach awards and accreditations

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

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	11	6	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.		80		40		80		40		40		40		40		30
Club.		140		130		130		60		70		80		130		60
Talent.		15		15		15		4		8		9		2		2
Perfor.		2		4		2		0		0		1		1		1
HP.		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 2018 | Completed: Yes |
| | | Provide tutor training course schedule so coaches can get | | Q4 2018 | Completed: Yes |

	qualified to present and assess fellow coaches				
	Make annual plan of all courses published on the online calendar - 1 year ahead			Q4 2018	Completed: Yes, only Squash Aus courses
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.	i. National Referee ii. Addition of a doubles module to State section (National) iii. Addition of a Racquetball module on State section (State)	EdC	Q3 2019 Q2 2019 Q2 2019	Completed: Not due Completed: Not due Completed: Not due

	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

	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
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

	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
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

	VIC		QLD		NSW		ACT		TAS		SA		WA		NT	
2019	A	T	A	T	A	T	A	T	A	T	A	T	A	T	A	T
CLUB		40		40		40		40		40		40		40		40
STATE		13		15		20		20		12		12		15		7
NAT.		4		5		3		3		3		4		7		4

| 4. Develop links to maximise research opportunities | i. Establish a documented list of research institutions and contacts.

ii. Establish a list of research opportunities via performance and education areas. | Document a list of research opportunities.

Develop research leads | EdC | Q4 2018

Q4 2018 | Completed: In process

Completed: In proicess |

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**	**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	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	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	2017 - 2020	Established: 6 from 8								
	ii. Local government	Medium	CEO	2017 - 2020	Established: Below Expectation								
	iii. Educational environment	Medium	CEO	2017 - 2020	Established: Below Expectation								
3. Develop an Ambassador programme of Squash linked stakeholders with national profile.	i. Find a mutually beneficial National Charity to work with.	Low	CEO	2019	Selected Charity to work with on good causes: in progress 2019								
	ii. Develop an exit pathway for players in transition from playing career.	Low	CEO	2018	Completed: **yes** Have run various leadership and coach education courses. Have connected players with mentors where required.								

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

Squash Australia Strategic Plan 2016 - 2022

KSA 8 Profile

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

Strategy	Sub Strategies	Activities	Responsible	Timeline	Measure
1. **Maximise new media to enhance promotion and communication.**	i. *Develop and maintain an excellent website.*	Maintain websites Maximise Benefit Portal Usage	Coms and Marketing Manager	Q4 2018 Q4 2018	(see tables below)

Web traffic table:

Web traffic	2017	2018	2019	2020
Target	200k	220k	240k	
Actual	206,886	210,578		

Benefits Portal table:

Benefits Portal	2017	2018	2019	2020	2021
Target	300	3000	5000	8000	10,000
Actual	303	358			

Strategy	Sub Strategies	Activities	Responsible	Timeline
	ii. *Establish a SquashAustralia.TV streaming channel for digital content.*	Create Streaming plan with Events Coordinator • Introduce Live score • Speed gun • Replays Develop own streaming capabilities for events along with the Events Coordinator Develop monthly magazine show	Coms and Marketing Manager	Q3 2018 Q4 2018 Q4 2018 Q4 2018 Q4 2018 Q4 2018

Key Measures	2017 T	2017 A	2018 T	2018 A	2019	2020
SA.TV followers target	600	720	1000	1016	1500	
Views per year	50,0000	43,097	160k	70K	180k	
No Events Streamed	4	6	9	9	12	

	iii. Encourage social media communication through the squash community	Develop CG player communication plan	Coms and Marketing Manager	Q1 2018	

Key Measures 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	

Additional actions for row iii:
- Plan and activate a monthly social media competition — Q4 2018
- Develop Linkedin targeting capability — Q4 2018
- Establish and maintain an influence lobbying list and develop campaigns to influence these individuals — Q4 2018

2. **Develop and maintain a Squash Australia Communications and Media plan.**	i. Develop and activate a communication and media plan in partnership with the States	Maintain Communication and Media plan	Coms and Marketing Manager	Q4 2018	Complete: Yes
	ii. Develop an advisory group to support innovation in the area.	Investigate how many senators, ministers and staff have a squash background	Coms and Marketing Manager	Q4 2018	Complete: Yes Ongoing
		Organise a PROAM event at parliament house with the media and establish a pennant competition in parliament.		Q4 2019	Complete: No
		Organise a PROAM event to kick off the opening of the new Carrara Centre		Q3 2018	Complete: Partially
		Create a hospitality programme around the Commonwealth Games to look after key stakeholders		Q2 2018	Complete: Yes

			and partners. Plan created.		
3. Improve Squash Australia income streams.	i. Develop and activate Marketing Plan	Maintain Marketing plan and activation	Coms and Marketing Manager	Q4 2018	Complete: Yes
		Develop the Squash Australia portfolio ready for sponsors		Q1 2018	Complete: Yes
		Develop a sponsor target list and activate		Q1 2018	Complete: Yes
		Develop a Health Insurance Partnership		Q2 2019	Complete: No

	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%

	ii. Develop a Squash Foundation for charitable donations	Create webpage and launch Squash Foundation targeting the Carrara project	Coms and Marketing Manager	Q4 2018	Complete: Yes
		Develop a Foundation 'ask' document		Q4 2018	Complete: Yes
		Develop a list of gaming funds and trust we could target for funding		Q4 2018	Complete: Yes

Foundation	2017	2018	2019	2020
Amount Raised	4k	40k		
Target	200k	250k	250k	250k

	iii. Establish a Squash Australia eShop offering member discounts	Maintain and improve E-Shop	Coms and Marketing Manager	Q4 2018	Confirmed: Yes
		Increase centres signed up to the eShop resellers along with the MSM (Pick up points)		Q4 2018	Confirmed: In Process
	iv. Develop Squash Australia commercial facilities capability	Develop the capability to support, manage and develop commercial squash facilities	Coms and Marketing Manager	Q4 2018	Confirmed: In Process

Facilities	2018	2019	2020
Target	1	1	2
Actual	2		

		Establish a list of grants we can apply for in support of SA facilities and apply.		Q4 2018	
4. Develop and activate broadcasters and media plan	i. Develop a relationship with Australian sports broadcasters	Map out the Australian broadcaster network (Details added to the CRM)	Comms and Marketing Manager	Q1 2018	Confirmed: Yes
		Establish contact with each broadcaster over the next 12 months to gain feedback on the sport and steps to improve.		Q2 2018	
		Create a monthly broadcast production around Squash.		Q4 2019	Confirmed: Yes

	2016 T	2016 A	2017 T	2017 A	2018 T	2018 A	2019	2020
No. of Media Contacts in CRM	550	572	650	684	700	697	750	800

KSA 9 Leadership Excellence

Squash Australia Strategic Plan 2016 - 2022

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	<table><tr><td>Key Measures</td><td>2016</td><td>2016 A</td><td>2017</td><td>2017 A</td><td>2018</td><td>2018 A</td><td>2019</td><td>2020</td></tr><tr><td>ASC Governance Principles</td><td>90%</td><td>90%</td><td>95%</td><td>95%</td><td>95%</td><td>97%</td><td>97%</td><td>100%</td></tr></table>
	ii. *Provide regular board review and training*	High	CEO	Q4 2017	Complete board training: **yes** External board review completed in 2017 with skills matrix report produced.
	iii. *Provide external review of the Board*	High	CEO	Q4 2017	Complete board review: **yes**
2. **Ensure there is excellent controls around Finance via the AFRC**	i. *Establish 6-month financial reserves*	Medium	CEO	2018	Achieved: **yes**
	ii. *Create a risk register and update each quarter*	Medium	CEO	Q4 2017	Achieved: **yes**
	iii. *Ensure there is exceptional Staff performance - Staff appraisals, training and controls by implementing new HR system*	Medium/High	CEO	Q4 2017	Complete: **yes** On track – performance reviews will take place in Q4 2018, all probational reviews have taken place for new members of the team.
3. **Develop less reliance on ASC funding by**	i. *Establish and maintain an eShop concept which can generate income for*	Medium	CEO	Q4 2017	Complete **yes**

developing new income streams	squash centres and grassroots programmes				
	ii. Increase commercial income by 10%	Medium	CEO	2018	Complete **yes**
	iii. Develop a 4-year commercial plan with an aim to reduce ASC funding to <50% of total income.	Medium	CEO	2018	Complete: **yes**