



Squash Queensland Ltd Strategic Plan

2022 - 2024

Grow - Invest - Support



Vision

- Make Squash a **VISIBLE** game for **EVERYONE**.
- Support our Squash community capabilities in Queensland, to function at the highest possible levels.
- Remain open to change, and challenge ourselves by continuously adapting and improving, as needed.
- Increase financial capacity to re-invest into Squash in Queensland, and deliver on our strategic plan with financial prudence.



6 Subcommittees - Strategic Pillars

1. Governance and Strategy
2. Finance and Funding
3. Participation and Facilities
4. Juniors, Coaching and Development
5. Promotion and Marketing
6. President's Special Project



SUBCOMMITTEE:
OBJECTIVE:
RESPONSIBLE DIRECTORS:

Governance and Strategy
Improved Governance
President, Vice-President, Treasurer, EO

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Constitution, Reviews & Policies	Review and update policies	1	President and EO	N/A	Review and Updated 6 policies per year and present to Board	Bi-Annually	50%
	Support member governance development and policy review	1	Sub-committee	N/A	Provide support and resources to regions and clubs to aid them with their governance and policies	Annually	20%
	Review roles & subcommittee accountabilities of Board	1	Sub-committee	N/A	Roles & accountabilities reviewed annually.	March 2022	80%
	Review Regional structure, ensuring it is fit for purpose	2	Sub-committee	N/A	Develop Roadmap	March 2023	
	Complete a Board & Financial Review	3	Sub-committee	TBC	Engage with consultant and complete review to evaluate and improve organisation effectiveness	March 2023	
	Review all Plans and amend as necessary to respond to changing environments	4	Sub-committee	N/A	Review and present each year to Board (March) an updated Strategic Plan & Operational Plan, amended as required.	March 2023	



SUBCOMMITTEE:
OBJECTIVE:
SUBCOMMITTEE MEMBERS:

Finance and Funding
Increase Income for Re-investment into Squash - Invest and Improve
President, Treasurer, EO, Region Presidents

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Operational Reporting	Report calendar 6 monthly on performance against strategic plan and operational plan.	1	EO	N/A	Reports submitted to July and February Board Meetings	Ongoing	
Operational Reporting	Link Operational Plan with budget and report 6 monthly on financial performance against budget.	1	EO and Treasurer	N/A	Reports submitted to July and February Board Meetings & forecasted targets achieved.	Ongoing	
Revenue Generation	Educate our leadership to identify and build conventional and alternative revenue streams. Eg: Advertising, Sponsorship partnerships, Grants and Fundraising Activities	2	Sub-committee	2,500	Increase Organisation Revenue for reinvestment into squash	March 2022	
Revenue Generation	Create and execute grant applications, sponsorship packages and other materials for use of organisation and stakeholders to generate revenue for re-investment.	2	EO and Treasurer	5,000	Increase efficiency and support provided to stakeholders and members.	Ongoing	
Budget and Invest	Understand current revenue streams and determine ideas for use of funding, for instance Coaching and Development Fund, Sport and Rec Funding etc.	2	Sub-committee	N/A	Effectively manage current revenue streams and maximise output with current input	March 2022	25%
Operational Reporting	Yearly Auditors and AGM Reports	3	Treasurer	\$3,000	Reports submitted to Board in March for Review prior to AGM.	Ongoing	



SUBCOMMITTEE:
OBJECTIVE:
SUBCOMMITTEE MEMBERS:

Participation and Facilities
Improved Participation Numbers and Centre/Club Capabilities - Grow the Game
EO, Participation Officer, Volunteers, Independent Consultants

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Conduct Centre and Player Audit - Increase participants in the sport	Conduct a Facilities Survey to understand current participation landscape and barriers to the sport.	1	Participation Officer	\$4,000	Understand current centre/club activity and participation levels in QLD	Sep 2021	100%
Utilise data resources at maximum efficiency to identify best approach to increase participants in the sport	Work with current partners to upload data and conduct analysis. Maximise usage and efficiency of data resources, eg: Club map, GIS	2	Participation Officer and EO	\$1,500	Partner with GIS, Club Map and other resources to map our current data and improve long-term data analysis and usage capabilities.	Jan 2022	20%
Review Events and Event Calendar	All events in the state planned 1 year in advance and scheduled in collaboration with other states and SqA.	2	EO	N/A	Revised list of tournaments adopted and published in calendar each year. Selected tournaments for EOI, prepared in advance.	Jan 2022	75%
Junior High Performance, National Achievements	Send Team of Juniors to Australian Junior Open and support with sponsorship	2	EO and Volunteer Team Officials	N/A	To win 8 age groups	Annually	
Increase visibility of the sport and usage of existing and new venues	Create and implement modified versions of the game, and other court suitable activities, to promote squash and increase participation eg. use of small perspex court for outdoor squash, school squash, multi-sport venues/spaces, interactive squash, etc. This is part of our Squash Roadshow - Bringing Squash to Light Project.	3	Independent consultants	\$5,000	Increase the engagement and popularity of the sport through school come and try days, outdoor squash at festivals, sporting events and other outdoor and indoor activities to promote the sport to new participants.	Dec 2022	
Increase and deliver resources to affiliates to maximise capability and efficiency and increase participation numbers.	Collect existing resources and create additional required resources. Deliver bespoke service solutions and resources to affiliate members through an in-person roadshow at 25-40 local community areas. This is part of our Squash Roadshow - Bringing Squash to Light Project.	3	EO and Independent consultants	\$42,000	<ol style="list-style-type: none"> 1) Establish partnerships and resource availability from AQIA, Sport and Rec, Sport Australia and internal existing resources. 2) Create new resources (where required) to support affiliate members and increase capability of affiliates 3) Deliver bespoke solutions and resources to support the increase of participants through our affiliates 	Dec 2022	



SUBCOMMITTEE:
OBJECTIVE:
SUBCOMMITTEE MEMBERS:

Juniors, Coaching and Development
Improved Coaching Resources and Programs - Develop our Junior Players
Squash Queensland Performance Coordinator, Vice-Chair, Independent Coaches

OBJECTIVE	ACTIONS	PRIORIT Y	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Improve Junior Pathways - National & State	Work collaboratively with Squash Australia to coordinate national & state junior pathway program	1	Junior Performance Co-ordinator	N/A	Improved and co-ordinate a junior pathway program conducted each year	Ongoing	50%
Increase education and resources and deliver in each region	Setup Junior & Development Coaching and Refereeing Courses in the 4 regions	1	Sub-committee and Regions	\$3,800	Co-ordinate with each region and report to the AGM	Mar 2022	20%
Talent Development	Deliver Queensland Coaching workshops in each Region	1	Sub-committee	\$4,000	Build and Share knowledge with Regions and training regional coaches to deliver program	Sep 2022	
Increase number of junior participants in the sport	Develop a player development model that incorporates programs for each level and works towards pathway plan.	2	Co-Ordinator	N/A	Model developed and implemented. Review annually by the Board	Jun 2022	
Increase Engagement and Visibility of Squash in Schools and Youth groups	Develop & nurture relationships with state and private school bodies, including facilitating ambassador demonstration using portable ¼ framed Perspex court at strategic schools.	2	Independent Contractors and Sub-committee	\$3,000	Peak interest in squash through increased visibility of squash. Support coaches and clubs to deliver school programs in their local area.	Dec 2022	
Increase and Develop Junior Program Resources for Delivery around QLD.	Source existing QLD resources (Sq QLD program and Oz Squash Program) and put together a beginners program, with particular emphasis on juniors with no or little prior knowledge of Squash and how to play the game.	3	Sub-committee and Independent Coaches	TBA	Identify other groups & implement programs as identified	Dec 2022	



SUBCOMMITTEE:
OBJECTIVE:
RESPONSIBLE DIRECTORS:

Marketing and Promotion
Promote Squash as a Game for Everyone - Increase the Visibility of Squash
Marketing Director, EO, Volunteers and Consultants

OBJECTIVE	ACTIONS	PRIORIT Y	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Strengthen Social Media and Online Presence	Creation of a Squash QLD Instagram Account and viability assessment of a YouTube Channel. Reconstruction of website.	1	EO	\$5,000	Create and solidify the organisation's online and social media presence.	Dec 2021	80%
Improve communication channels with members and stakeholders.	Strengthen relationships with regions, centres, club and players with regular and reliable communication, and other interesting and valuable content using social media, Squash Queensland App etc..	1	EO	N/A	Provide regular communication with useful tools, grants and resources to clubs.	Dec 2021	75%
Broaden and enhance the profile of the sport and reach new participants through media.	Identify promotion streams and media contacts for publication, news and channels to make put squash out into the world. Promote through media, eg: radio and newspaper, social media, print media	2	Sub-committee	TBA	Report and promote squash achievements and increase profile of the sport throughout the state.	Dec 2022	
Marketing Plan - Implementation	Implementation of Marketing Plan already created.	2	Consultants and EO	\$5,000	Delivery of plan priorities and methods to increase promotion and profile of squash.	Dec 2022	
Bring live squash to TV and computers.	Assess the feasibility and equipment needed to TV and web-stream State tournaments.	3	Co-Ordinator	TBA	Increase spectatorship and viewers of squash online and on TV. Partner with clubs and centres to enable live streaming at events around QLD	Mar 2023	



SUBCOMMITTEE:
OBJECTIVE:
SUBCOMMITTEE MEMBERS:

President's Special Project
Multipurpose Outdoor Court - Invest and Promote
President and Vice-President

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Revenue Generation and Re-investment	Garner support of national, state & local government, sponsors and product suppliers funding, grants and sponsorship.	1	President	N/A	Increase income streams and organisation capabilities to bring in revenue for re-investment into the sport. Strengthen current relationships and build new stakeholder relationships and partnerships.	Sep 2022	
Inspire and Create	Investigate feasibility and lobby State Government and Council for a public squash court in a prominent public space, which can also facilitate allied uses & income streams.	2	President	TBA	Increase the visibility of squash through an outdoor public squash court. Build new partnerships with collaborating sports and entities through allied uses	Dec 2023	