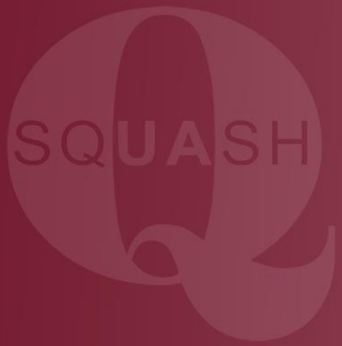


Operational Plan 2019/20

Version 1.0

Imagine - Invest - Inspire

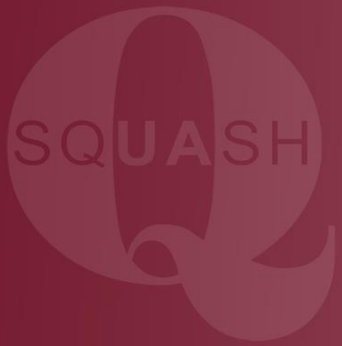




Document History

Version	Date Reviewed	Changed By	Date Endorsed	Change/Comment
0.1	20/11/2018	Jonathan James – Q Squash President		First Draft
0.2	1/02/2019	Jonathan James – Q Squash President		Feedback Incorporated
1.0	1/04/2019	Jonathan James – Q Squash President	AGM March 2019	Updated from AGM

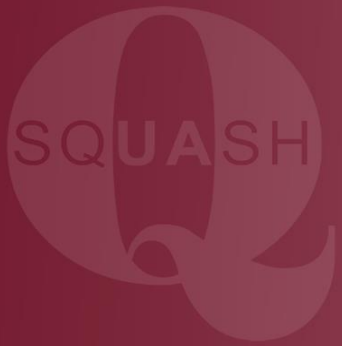




4 Operational Pillars

1. **Govern** – Organisation / Purpose / Vision
2. **Build** – Brand / Culture / Values / Community / Facilities
3. **Invest** - Play/Coach/Referee/Manage
4. **Develop** - Competitions/Events/Represent





Vision

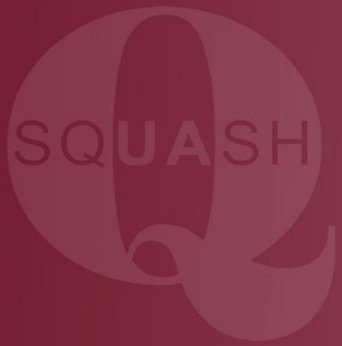
Make Squash a game for everyone.

Keep all parts of the Squash community in Queensland working well.

Be agile and challenge ourselves to be modern and ready for the future.

Align our daily operations so that we deliver on our strategic plan with financial prudence.





Operational Drivers

Priority 1 - STRENGTH IN THE STATE - STATE TEAMS WINNING PINNACLE EVENTS

Priority 2 - STRATEGIC FOCUS UNDERPINS GROWTH

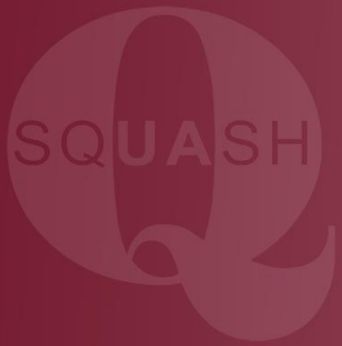
Priority 3 - MORE PLAYERS AND MORE COMMUNITIES PARTICIPATING

Priority 4 - PLAN TO WELCOME & SHOW CASE QUEENSLAND SQUASH

Priority 5 - POSITIVE PRESENCE IN AUSTRALIA

Priority 6 - COMMUNITY ENGAGED





PORTFOLIO:

GOVERN

SUB PORTFOLIO:

ORGANISATION

OBJECTIVE:

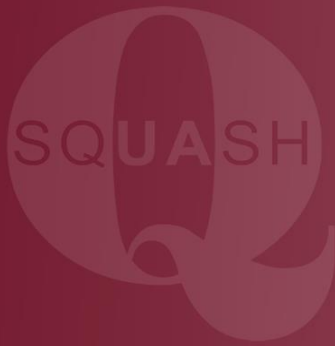
Improved Governance

RESPONSIBLE DIRECTOR:

President

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Constitution, Reviews & Policies	Review and update policies	1	President	N/A	Review and Updated 6 policies per year and present to Board	Quarterly	
	Review Regional structure, ensuring it is fit for purpose	2	President	N/A	Sub-committee to develop Roadmap	Nov 2019	
	Review roles & portfolio accountabilities of Board	3	President	N/A	Roles & accountabilities reviewed annually.	Jan 2020	
	Review all Plans and amend as necessary to respond to changing environments	4	President	N/A	Review and present each year to Board (March) an updated Strategic Plan & Operational Plan, amended as required.	Jan 2020	
	Complete a Board & Financial Review	5	President	TBC	Engage with consultant and complete review	Feb 2020	





PORTFOLIO:

GOVERN

SUB PORTFOLIO:

ORGANISATION

OBJECTIVE:

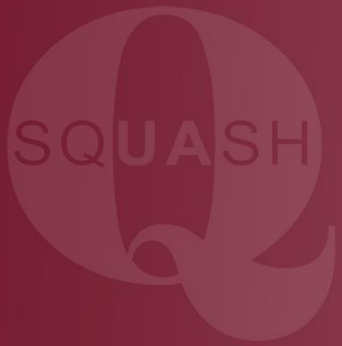
Improved Governance

RESPONSIBLE DIRECTOR:

President

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Operational governance & financial accountability of the Board & Committees	Ensure Board and Regions understand governance and financial responsibilities.	1	President	N/A	Presentation completed and provided to all current board members (ongoing)	AGM Yearly	100%
	Board Induction & Operational guides – implement procedural guidelines for the business aligned with current legislation.	2	President	N/A	Procedural guidelines identified and implemented as required.	Apr 2019	100%
	Committee minutes and financial information to be copied to all Board members	3	Secretary	N/A	Board minutes and financial information distributed to Board members regularly within 1 week of meeting.	Ongoing	
	Provide representatives for Squash Australia Committees	4	President	N/A	Representatives appointed as required with closer links with national body.	Oct 2019	
	Board members briefed on goals & objectives of national body & president council	5	President	N/A	Briefing provided to Board members by the Chair as required. Board members understand & support objectives of national body	Ongoing	





PORTFOLIO:

GOVERN

SUB PORTFOLIO:

Operational

OBJECTIVE:

Improved Governance

RESPONSIBLE DIRECTOR:

President

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	Secretary	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.	2	Treasurer	N/A	Reports submitted to July and February Board Meetings & forecasted targets achieved.	Ongoing	
Operational Reporting	Yearly Auditors and AGM Reports	3	Treasurer & President	\$2,500.00	Reports submitted to Board in March for Review prior to AGM.	Mar 2020	
Purpose & Vision	Update Q Squash Vision and Purpose	4	President	TBC	Develop and present to the Board	Dec 2019	





PORTFOLIO:

Invest

SUB PORTFOLIO:

Play

OBJECTIVE:

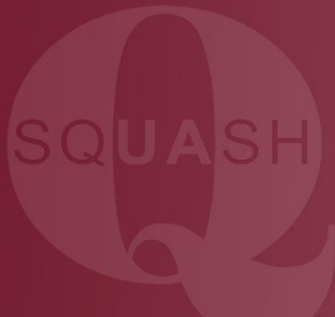
Grow the Game

RESPONSIBLE DIRECTOR:

President & Board

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Review Tournaments	All Q Squash tournaments to be reviewed for relevance	1	President	N/A	Tournaments reviewed & considered by Board, EOI to be completed for chosen tournaments	Feb 2020	
	New list of tournaments prepared, including changes and additional tournaments	2	Co-Ordinator	N/A	Revised list of tournaments adopted and published in calendar each year	Feb 2020	
Invest in Events	Q Open, including documented Policy and procedures, invest in Queensland Largest event	3	Co-Ordinator	\$22,000	Strategy and Documentation for strengthening Q Open adopted by Board yearly	Nov 2019	
	Send Team of Juniors to Australian Junior Open	4	Co-Ordinator	\$10,000	To win 8 age groups	Oct 2019	Completed
Support and promote Regional competitions	Strengthen existing Development - Country Areas	5	Co-Ordinator	TBA	Promote program, social media & website. Introduction of new country tournaments 2020-21	Apr 2020	





PORTFOLIO:

Invest

SUB PORTFOLIO:

Develop

OBJECTIVE:

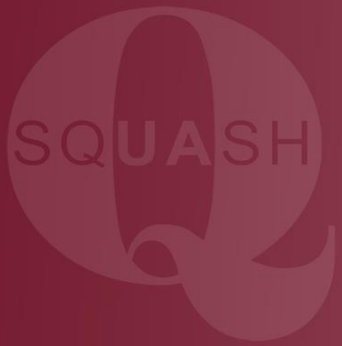
Grow the Game

RESPONSIBLE DIRECTOR:

TBC

OBJECTIVE	ACTIONS	PRIORITY	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	TBA	N/A	Improved and co-ordinated junior pathway program conducted each year	Feb 2020	
Increase number of junior participants in the sport	Develop a player development model that incorporates programs for each level.	2	Co-Ordinator	\$2,000	Model developed and implemented. Review annually by the Board	Dec 2019	
	Align with other groups to promote the sport (eg Women in Sport, Sporting Schools Program).	3	Co-Ordinator	TBA	Identify other groups & implement programs as identified	Nov 2019	
	Setup Junior & Development Working Group	4	Co-Ordinator	N/A	Co-ordinate with each region and report to the AGM	Mar 2020	
Increase participants in the sport	Develop a plan to increase the participation of Australia first peoples into Squash in Queensland	5	Co-Ordinator	TBA	Prepare a briefing paper for the board to understand the issues, develop a plan and identify other organisations to help assist in the delivery	Mar 2020	
	Develop program to increase the participation of immigrate communities into Squash in Queensland\	6	Co-Ordinator	TBA	Prepare a briefing paper for the board to understand the issues, develop a plan and identify other organisations to help assist in the delivery	Mar 2020	
	Develop plan to increase the participation of Junior players into Squash in Queensland Targeting community groups such as Girl Guides, Scouts, etc.	7	Co-Ordinator	TBA	Prepare a briefing paper for the board to understand the issues, develop a plan and identify other organisations to help assist in the delivery	Mar 2020	





PORTFOLIO:

Invest

SUB PORTFOLIO:

Coach

OBJECTIVE:

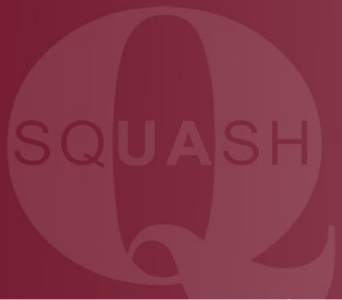
Grow the Game

RESPONSIBLE DIRECTOR:

TBC

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Talent Development	Deliver Queensland Coaching workshops in each Region	1	Coaching Portfolio	\$4,000	Build and Share knowledge with Regions and training regional coaches to deliver program	Apr 2020	
	Invest in 'Women in Squash'	2	Coaching Portfolio Manager	\$2,000	Invest in Women's Coaching with in Queensland, target is to have 2 new level 1 female coaches	Jun 2020	





PORTFOLIO:

Invest

SUB PORTFOLIO:

Manage

OBJECTIVE:

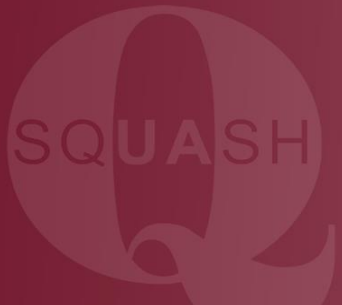
Grow the Game

RESPONSIBLE DIRECTOR:

Coach & Referee Director

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
Refereeing Development	Invest in trained including training of referees for Major Queensland events	1	Referee Portfolio Manager	\$2,500	Increase the participation of trained Referees in events, and share the knowledge	Mar 2020	
	Conduct 10 Refereeing courses for players	2	Referee Portfolio Manager	\$2,500	Better understanding of the rule and resulting in less conduct violations	Dec 2020	





PORTFOLIO:

Build

SUB PORTFOLIO:

Brand, Community

OBJECTIVE:

Grow the Brand

RESPONSIBLE DIRECTOR:

Marketing Director

OBJECTIVE	ACTIONS	PRIORITY	RESPONSIBLE OFFICER	BUDGET / FUNDING	TARGET	TIMEFRAME	PROGRESS
To assist in promotion of Q Squash	Update Q Squash Branding	1	President	N/A	Develop and present to the Board	Jan 2020	
To assist in promotion of Q Squash	Develop a Branding plan including e-branding	2	Co-Ordinator	N/A	Target the desired player base and assess what is needed to increase community awareness.	Mar 2020	
	Encourage squash centre operators to improve customer service interactions	3	Co-Ordinator	Available Grants	Consult with & provide info to squash centre operators – Persistent task, considered successful if we can get 5% of member centres to upgrade facilities annually.	TBC	

