





Participation

Key Strategic Area	Sub Strategies	SQA Update
<p>1. Ensure high quality, accessible competitive pathways are available for participants of all ages and stages.</p>	<p><i>i. Identify creative event and competition formats that will attract new markets and increase participation.</i></p>	
	<p><i>ii. Maintain a national membership program of relevant benefits to all age groups and competition levels</i></p>	
<p>2. Ensure key participation segments and insights in to future trends is understood, applied and communicated</p>	<p><i>i. Maintain a squash-specific view of the Australian Sporting Landscape in an easily understood and relevant format and undertake research to complete knowledge.</i></p>	
	<p><i>ii. Create and activate against the participation plan.</i></p>	
	<p><i>iii. Maintain nationally branded participation products for different market segments.</i></p>	

Key Strategic Area	Sub Strategies	SQA Update
3. Improve the reach of the squash delivery system into education institutions at all levels.	<i>i. The Sporting Schools System is leveraged for the benefit of all stakeholders.</i>	
4. Build the reach and sustainability of the collective squash delivery system.	<i>i. Develop mutually beneficial participation partnerships.</i>	

Membership

Key Strategic Area	Sub Strategies	SQA Update
1. Increase the value of being a member of Squash Australia.	<i>i. Improve the member's benefits offering</i>	
	<i>ii. Improve communication channels to the squash community</i>	
	<i>iii. Develop the segmented communication capability in partnership with the States.</i>	
2. Develop seamless and effective club service by enhancing the area via innovative adoption of ICT.	<i>i. Establish an IT Strategy.</i>	
	<i>ii. Develop integrated solutions of interest to the members on the website.</i>	
	<i>iii. Develop a customer satisfaction survey to establish player's satisfaction of services</i>	

Facilities

Key Strategic Area	Sub Strategies	SQA Update
1. Complete an audit of facilities across Australia.	<i>i. Individual centre/courts and increase</i>	
	<i>ii. Private lifestyle facilities and increase</i>	
	<i>iii. Educational facilities and increase</i>	
	<i>iv. Publicly owned facilities and increase</i>	
	<i>v. Develop Squash Centre life cycle (traffic light)</i>	
	<i>vi. Annual audit of centres</i>	
2. Develop a 4-year Facilities Strategy.	<i>i. Activate Strategy</i>	
	<i>ii. Establish an advisory group to help create innovative ideas for development of Squash facilities</i>	

Key Strategic Area	Sub Strategies	SQA Update
3. Develop Centre Operator programmes.	<i>i. With the States, create a centre operator programme and associated information and benefits to help their business</i>	
	<i>ii. Develop marketing packages for affiliated centres e.g. posters and programme linked materials</i>	
	<i>iii. Use technology to increase the benefits of association of Squash centres to Squash Australia</i>	
4. Promote the construction of new multi-purpose squash centres.	<i>i. Establish documentation for the building of new squash courts with a focus on multi-sport courts/halls.</i>	
	<i>ii. Provide guidance on best practice facility and business management, including marketing</i>	
	<i>iii. Establish a court owner's network for shared learning and document centres across Australia</i>	

Leadership Excellence

Key Strategic Area	Sub Strategies	SQA Update
1. Be a leader for Governance in Australian Sport	<i>i. Review mandatory governance principles and ensure SA adhered to them. Communicate those to the ASC</i>	
	<i>ii. Provide a documented board induction, an annual internal review of the board producing a skills matrix for the Nominations Committee to use in recruiting new directors</i>	
	<i>iii. Provide external review of the Board every second year</i>	
2. Ensure there is excellent controls around Finance via the AFRC	<i>i. Establish 6-month financial reserves</i>	
	<i>ii. Create a risk register and update each quarter through AFRC and the Board</i>	
	<i>iii. Increase human resource capacity and capability through regular appraisals and training. Implement new HR system</i>	
3. Develop less reliance on ASC funding by developing new income streams	<i>i. Establish and maintain a eShop concept which can help retain commercial sponsors and generate income</i>	
	<i>ii. Increase commercial revenue by 10%</i>	
	<i>iii. Develop a four year commercial plan with an aim to reduce Sport Australia funding to less than 50% of total income.</i>	

High Performance

Key Strategic Area		SQA Update
1. Ensure quality and quantity to achieve Squash Australia performance targets.	<i>i. Maintain Winning Edge squad</i>	
	<i>ii. Complete annual performance reviews with all AWE categorised players</i>	
	<i>iii. Complete preparation plan for CG which includes preparation for WD and MWTC</i>	
	<i>iv. Launch and regularly update the talent identification programme</i>	
	<i>v. Review testing protocols and their associated rationale to identify squash talent</i>	
2. Ensure coaching performance and culture enables and contributes towards Squash Australia's performance targets	<i>i. Maintain and develop the National Junior Coaching Team</i>	
	<i>ii. Complete annual performance review of coaching team with performance development plan for each</i>	
	<i>iii. Implement a leadership development programme for department leads</i>	
	<i>iv. Launch the new revamped Performance Development course, in line with the WSF accreditation system</i>	
	<i>v. Send a coach to the WSF Coaches Conference</i>	





Key Strategic Area		SQA Update
3. Ensure National Leadership and direction relating to performance objectives of the High-Performance Strategy	<i>i. Maintain a strong High-Performance management leadership team</i>	
	<i>ii. Maintain a strong High-Performance Working Group to help guide the HP system</i>	
	<i>iii. Deliver HP programme with appropriate succession planning, administrative and logistical personnel</i>	
	<i>iv. Develop a strong leadership development programme for the HP team</i>	
	<i>v. Develop and maintain a HP Risk document and update each quarter</i>	
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>i. Maintain and improve the National Training Centre</i>	
	<i>ii. Provide access to world class support services</i>	
	<i>iii. Establish suitable overseas training bases to support the programme</i>	
	<i>iv. Improve High Performance facility provision, aligning with the Squash Australia Facility Strategy</i>	
	<i>v. Develop SSSM, ASADA, Match-Fixing, integrity protocol for the HP area</i>	

Key Strategic Area		SQA Update
5. Ensure all High-Performance competitions meet athletes' performance needs.	<i>i. Develop a preparation plan for the 2022 CG</i>	
	<i>ii. Develop a preparation plan for the World Team Championships</i>	
	<i>iii. Develop a preparation plan for the World Doubles.</i>	
	<i>iv. Maintain individual tournament programmes.</i>	
	<i>v. Ensure the Australian Squash Tour develops the correct level of events for categorised players</i>	
6. Develop and implement research and innovation strategy to HP performance targets	<i>i. Establish a partnership to develop testing protocols for squash including a screening programme for new players entering the national training centre</i>	
	<i>ii. Establish a link with an education establishment to do research in the biomechanical movement of squash</i>	
	<i>iii. Develop an Athlete Talent Pathway document and regularly update</i>	
	<i>iv. Partner with a university to undertake research for the benefit of the sport</i>	
	<i>v. Ensure performance considerations are provided into the Squash Australia Facilities Strategy</i>	

Education

Key Strategic Area	Sub Strategies	SQA Update
1. Complete resources for all levels of the Coach Education framework.	<i>i. Two components (framework and content) need to be finalised before an award can be classified as complete.</i>	
	<i>ii. Award framework complete</i>	
	<i>iii. Award content complete</i>	
2. Promote knowledge of squash across the squash community.	<i>i. Annual National/State Coach Conferences and Tutor Training Courses</i>	
3. Promote knowledge of the rules across the squash community.	Review and publicise the referee framework and content (material).	
4. Develop links to maximise research opportunities	<i>i. Establish a documented list of research institutions and contacts.</i>	

Events

Key Strategic Area	Sub Strategies	SQA Update
1. Develop a world class events capability.	<i>i. Successfully secure annual World Class events</i>	
	<i>ii. Develop a skilled events workforce</i>	
	<i>iii. Develop a 4-year Events planning cycle.</i>	
2. Develop an Australian Squash Tour Circuit to the benefit of Australian players	<i>i. Establish an Australian Squash Tour Events Circuit.</i>	
	<i>ii. Work with the States to ensure player numbers are increasing in the Australian competition structure.</i>	
	<i>iii. Improve the branding of Squash Australia events and grow commercial income</i>	

Key Strategic Area	Sub Strategies	SQA Update
3. Ensure there are strong domestic events structures in place for players of all levels.	<i>i. Develop a National grading system for Squash Australia players.</i>	
	<i>ii. Develop a National competition series for each grade of player.</i>	
	<i>iii. Improve tournament rating/ranking systems.</i>	
4. Ensure there are enough referees and trained workforce regionally to support the event structure.	<i>i. Develop a four year referee plan</i>	
	<i>ii. Assist States to increase overall referee numbers. Develop a training plan for developing the number of referees within each State/Territory</i>	
	<i>iii. Develop content for the referee section of the eLearning resource.</i>	

Influence

Key Strategic Area	Sub Strategies	SQA Update
1. Develop a plan to maximise Australia’s influence across organisations that can have a positive impact for the sport	<i>i. International bodies</i>	
	<i>ii. National bodies</i>	
	<i>iii. Other groups</i>	
2. Develop an integrated influence plan with State partners across community sport.	<i>i. State government</i>	
	<i>ii. Local government</i>	
	<i>iii. Educational sector</i>	
3. Develop a Ambassador programme of squash linked stakeholders with national profile.	i. Find a mutually beneficial national charity to work with	
	ii. Develop an exit pathway for players in transition from their playing careers.	
	iii. Establish a network of official Squash Australia Ambassadors	

Profile

Key Strategic Area	Sub Strategies	SQA Update
1. Maximise new media to enhance promotion and communication	<i>i. Develop and maintain an excellent website.</i>	
	<i>ii. Establish a SquashAustralia.TV streaming channel for digital content.</i>	
	<i>iii. Encourage social media communication through the squash community.</i>	
2. Develop and maintain a Squash Australia Communications and Media plan.	<i>i. Develop and activate a communication and media plan in partnership with the states.</i>	
	<i>ii. Develop an advisory group to support innovation in the area.</i>	

Key Strategic Area	Sub Strategies	SQA Update
3. Improve Squash Australia income streams.	<i>i. Develop and activate marketing plan.</i>	
	<i>ii. Develop a Squash Foundation for charitable donations.</i>	
	<i>iii. Establish a Squash Australia e-shop offering member discounts.</i>	
	<i>iv. Develop Squash Australia commercial facilities capability.</i>	
4. Develop and activate broadcasters and media plan.	<i>i. Develop a relationship with Australian sports broadcasters.</i>	