

Squash in Australia

A Strategic Plan to facilitate the continuing development of Squash in Australia through to 2016.

**Gary O'Donnell
Chief Executive Officer
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Squash in Australia

VISION

Squash - Fun & Fitness, for anyone!

MISSION

To provide innovative leadership for Australian Squash.

GOALS

- Squash will be a thriving participant sport for all Australians;
- Squash facilities will be attractive, enticing, professionally operated and financially sustainable;
- Squash personnel will be valued, trained and competent to deliver the sport;
- Australia's players and teams will be World Class;
- 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

We are:

- Collaborative - bringing everyone together.
- Bold - ambitious, creating the future.
- Innovative - embracing change.
- Clear - communicating effectively.
- Ethical - ensuring a level playing field.

Key Result Areas

The focus of the organisation will be:

- KRA 1 Participation;
- KRA 2 Facilities;
- KRA 3 Development;
- KRA 4 Performance Pathway;
- KRA 5 Profile;
- KRA 6 Leadership/Management.

Squash in Australia - KRA 1 Participation

Goal: Squash will be a thriving participant sport for all Australians.

Key Result Measure 1: Squash will have a positive growth trend in its participant registrations.

Key Result Measure 2: Squash will broaden its participation offerings through nationally led participation programs and competitions.

Strategies

1. Player engagement and registration - Driven through National IT project, include services such as rankings, ratings, event entry, insurance etc
2. Participation Framework - Segment the market - kids to adults, find programs to meet the market, map existing offerings, develop new programs, branded in like way.
3. National Competition - Oversee competition programs and championships which deliver events in an Australia wide context.

Partners

- Member Associations, Squash Centres, Squash Promoters.
- Australian Sports Commission.

Dashboard

	2012	2013	2014	2015	2016
<i>Key Result Measure</i>	13,000 participant registrations	15,000 participant registrations OzSquash AASC programs - 75	17,000 participant registrations OzSquash AASC programs - 100	20,000 participant registrations OzSquash AASC programs – 125	24,000 participant registrations
<i>Key Performance Indicators</i>	<ul style="list-style-type: none"> • Develop Participation Program OzSquash • Conduct OzSquash AASC in 5 trial sites • Conduct inaugural AJO • Redevelop Squash Matrix 	<ul style="list-style-type: none"> • Pilot OzSquash in Schools program to majority of states & territories • Implement Australian Junior Squash Tour • Trial Squash Matrix as player registration system in 2 member state/territories 	<ul style="list-style-type: none"> • OzSquash in Schools delivered in all states & territories 		

Squash in Australia - KRA 2 Squash Facilities

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

Key Result Measure 1: Squash will develop a framework to facilitate squash court retention and new court openings.

Strategies

1. Knowing where the courts are (census) and promoting their existence.
2. Develop information pieces about building, maintenance, standards and managing Squash venues.
3. Initiate a Nationwide information campaign to Local Government regarding Squash Centres.
4. Centre Operator programs - Develop products to help the delivery of the sport i.e. signage, programs, IT mechanisms.
5. Develop a model Business Plan to facilitate the construction of new Squash Centres.

Partners

- Member Associations.
- Court Builders/Providers.
- Government - Federal, State & Local.

Dashboard

	2012	2013	2014	2015	2016
<i>Key Result Measure</i>	<i>Populate Court Finder – online location tool</i>	<i>Pilot OzSquash in Centres program to 8 locations in majority of states & territories</i>	<i>OzSquash in Centres delivered in 50 Squash Centres</i>	<i>OzSquash in Centres delivered in 100 Squash Centres</i>	<i>Complete and Launch ‘Squash Facility Business Plan’</i>
<i>Key Performance Indicators</i>	<ul style="list-style-type: none"> • <i>Initiate online register of new centres and major centre refurbishments</i> • <i>Initiate Facility Working Group focused on developing a ‘Squash Facility Guide’</i> • <i>Initiate Court Finder – online tool</i> • <i>Broaden National Insurance Program to cover Squash Centres</i> 	<ul style="list-style-type: none"> • <i>Develop ‘Squash Centre Maintenance’ FAQ</i> • <i>Complete ‘Squash Facility’ guide for use in promoting squash court development</i> • <i>Initiate ‘Squash Facility’ Business Plan project</i> 			

Squash in Australia - KRA 3 Sport Development

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

Key Result Measure 1: Squash will increase the number of accredited coaches and referees.

Strategies

1. Coaches

- Accreditation system - Review structure. Program Based v Levels.
- Coach Associations - Review the relationship and sub structure with coaches via PSCAA and SACS.
- Communication mechanisms and regularity.
- Records.

2. Referees

- Identification - Invigorate the recruitment system.
- Develop - Organise a Talent Squad structure.
- Communication mechanisms and regularity.
- Records.

3. Organisers

- Create an accreditation system for Tournament Organisers & Managers - Identify skill, training and experiential programs

Partners

- ASC
- Member Associations

Dashboard

	2012	2013	2014	2015	2016
<i>Key Result Measure</i>	<i>Coach Education Working Group formed to establish new Coach Development Framework</i>	<i>CCTP OzSquash Program Based Coaches 50</i>	<i>50% of coach accreditations aligned to program based accreditation system CCTP OzSquash Program Based Coaches 100</i>	<i>75% of coach accreditations aligned to program based accreditation system CCTP OzSquash Program Based Coaches 150</i>	<i>100% of coach accreditations aligned to program based accreditation system</i>
<i>Key Performance Indicators</i>	<ul style="list-style-type: none"> • Audit coach accreditation records and bring to current through SAO • Resolve administrative practices for quarterly reminders & renewals of accredited coaches 	<ul style="list-style-type: none"> • CCTP to form part of the Coach D'ment Framework • Currently accredited coaches to be offered OzSquash Program training and recognition 			

Squash in Australia - KRA 4 Performance Pathway

Goal: Australia's players and teams will be World Class.

Key Result Measure 1: Medal winning performances at Commonwealth Games, World Men's Teams and World Women's Teams Championships.

Key Result Measure 2: Performance Pathway Athletes have incremental individual ranking improvement.

Strategies

1. Oversee Australia's National Teams with a view to produce medal winning performance in World Championships and Major Games.
2. Conduct Programs for squads of athletes to optimise Australia's performance and to groom high performance professional players.
3. Ensure competitive opportunities created both domestically and international for Performance Pathway athletes.
4. Build systemic strength of Member Associations to support the Performance Pathway.
5. Develop Performance coaches to service athletes and Australian Teams in the Performance Pathway.

Partners

- ASC
- ACGA
- AIS
- Member associations

Dashboard

	2011	2012	2013	2014	2015	2016
Key Result Measure 1	Top 4 finish MWTC	Top 4 finish WWTC	Top 4 finish MWTC	Four medals at Glasgow 2014, Top 4 finish WWTC	Top 4 finish MWTC	Top 4 finish WWTC
Key Result Measure 2	75% of PP athletes improve WT rankings	75% of PP athletes improve WT rankings	75% of PP athletes improve WT rankings	75% of PP athletes improve WT rankings	75% of PP athletes improve WT rankings	75% of PP athletes improve WT rankings

Squash in Australia - KRA 5 Profile

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

Strategies

1. Web portal - to promote from and communicate through.
2. Campaigns around feature events/teams - Australian Open, Commonwealth Games Team
3. Australian Squash results and media service - Australian players on world tours, events held in Australia.
4. Resource and develop television advert, branding tools.

Partners

- Providers
- Members
- Centres

Dashboard

- Web traffic
- Newsletter recipient and opening
- Media Releases & traction
- Resources produced

Squash in Australia - KRA 6 Leadership & Management

Goal: Squash will be well administered and focused on local delivery through a shared Australia wide vision.

Strategies

1. Planning - Strategic, Operational
2. Governance - Sport leadership, Member relations, Board, Articles/ Regulations/ Policies
3. Management - Staff structure, processes and controls
4. Finance - Controls, Budget, Treasury, Audit, Reporting
5. Sport System Engagement - within Squash (WSF, OSF) external (ASC, ACGA, AOC, CAS, AUS)
6. Communication – open and two way with all stakeholders

Partners

- ASC
- Members
- Commercial and corporate

Dashboard

- Financial Performance
- Attendance with Sport System ie active membership.