



SQUASH AUSTRALIA STRATEGIC PLAN 2022 - 2026



FOREWORD

It is an exciting time for Squash in Australia as we embark on a new era – an era that will see us reinvigorate our game, engage with more people and more communities than ever before and build the foundations for a strong and sustainable future.

Squash Australia with the support of its State & Territory Members has embarked on a collaborative strategy development process and agreed on a comprehensive framework that defines our long-term aspirations and will drive our decisions, and focus our efforts over the next four years.

We are seeking to create an environment where our clubs, centres and associations are thriving, our volunteers are valued and fulfilled, participation is at an all-time high, and our athletes are being nurtured, striving for excellence and maximising their potential.

Squash in Australia has a proud heritage and holds a unique place in the nation's sporting landscape.

The sport has a positive future ahead and is well placed to embrace the opportunities the next decade provides sport in Australia.

Robert Donaghue
Chief Executive Officer



SQUASH AUSTRALIA STRATEGIC PILLARS

PARTICIPATION

More people playing, more often

FACILITIES

New places to play, more places to play, modern places to play



PERFORMANCE

High performing players, teams and organisations

PROFILE

Increased visibility, better experiences



2032 VISION PARTICIPATION

1 MILLION
PARTICIPANTS





2032 VISION PERFORMANCE

10 IN THE
TOP 10



UNITED SQUASH
MANAGEMENT





2032 VISION PROFILE

PLATINUM
AUSTRALIAN OPEN



BRISBANE 2032
OLYMPIC BID



2032 VISION FACILITIES

20 NEW FACILITIES





I. PARTICIPATION



STRATEGIC PRIORITIES PARTICIPATION

VISION STATEMENT

More people playing, more often

STRATEGIC PRIORITY

GOAL

DATA

To capture the data of every squash and racquetball player who walks into a squash centre across Australia.

PLAYER EXPERIENCE

To deliver a consistent high-quality player experience that caters to all demographics.

WORKFORCE

To increase the capacity and number of employment and volunteer pathways across the sport.

TECHNOLOGY

To put technology at the centre of the squash experience for all stakeholders, including for competitions, tournaments, and education.



DATA

GOAL

To capture the data of every squash and racquetball player who walks into a squash centre across Australia.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Shrink the gap between Squash Australia and AusPlay data by capturing and streamlining information on 80% of all participants (including referees, coaches and casuals) in the sport by 2025.
2. Retain 80% current participants each year
3. Agree on a data policy to ensure that data is collected and used in a manner that is transparent, secure, and accountable.



PLAYER EXPERIENCE

GOAL

To deliver a consistent highquality player experience that caters to all demographics.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Develop a customer journey map and customer personas to better understand squash player needs.
2. Maintain and develop enduring participation programs that enhance player experience and increase participation, achieving an NPS of 50+.
3. Increase playing numbers by 5–10% per year.
4. Hold retrospectives to better consider member experience and feedback, in order to drive continuous improvement of grant-based participation programs.
5. Develop a competitions and event strategy to enhance the player experience.



WORKFORCE

GOAL

To increase the number of employment and volunteer pathways across the sport.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Increase the number of Club Referees, and Foundation/Club Development Coaches by 3% per year.
2. Develop a best practice resource guide that considers the value and possible business case for paid positions within the sport.



TECHNOLOGY

GOAL

To put technology at the centre of the squash experience for all stakeholders, including for competitions, tournaments, and education.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Develop and coordinate a technology roadmap for the national IT system (currently SportyHQ) with user experience and requirements at the core.
2. As part of this roadmap, revisit the Court Finder and other accessibility tools, to showcase coaches, players and social competitions.
3. Develop an online learning platform for the delivery of volunteer education and resources.



2. PERFORMANCE



STRATEGIC PRIORITIES PERFORMANCE

VISION STATEMENT

High performing players, teams and organisations

STRATEGIC PRIORITY

GOAL

GOVERNANCE

Build a united squash management model and advocate with one shared voice.

WORKFORCE

Deliver improved 'whole of sport' efficiency and workforce capability.

PODIUM SUCCESS

Consistently winning medals at international benchmarking events.

PATHWAY

Build an integrated and collaborative National Talent Pathway System to produce sustainable and successful international performances.



GOVERNANCE

GOAL

Build a united squash management model and advocate with one shared voice.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Deliver a National Strategy with aligned operational plans at both National & State level and clearly defined roles, responsibilities & targets.
2. Develop a Collaborative Action Agreement that unites the sport behind the delivery and outcomes of the National Strategy.
3. Investigate opportunities for greater alignment, shared services & resources across strategy, governance, workforce and financial management.
4. Develop a clear and consistent value proposition for Squash that underpins our partnerships and advocacy with key stakeholders.



WORKFORCE

GOAL

Deliver improved 'whole of sport' efficiency and workforce capability.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Develop a national workforce plan that ensures the most efficient use of limited resources.
2. Initiate a shared services model to reduce duplication and increase efficiency.
3. Build an education and professional development framework that attracts and retains the best people.



PODIUM SUCCESS

GOAL

Consistently winning medals at international benchmarking events.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Develop an integrated national high performance plan that connects all stakeholders across the network and creates sustainable success.
2. Prioritise athlete wellbeing through a collaborative and integrated wellbeing and engagement framework.
3. Deliver a high quality, integrated daily training environment.
4. Provide support and expertise to National teams to maximise their chances of success in benchmark events.
5. Develop an aspirational Australian Squash Tour.



PATHWAY

GOAL

Build an united, integrated and collaborative National Talent Pathway System to produce sustainable and successful international performances.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Develop and implement a talent identification, development, and management framework to maximise the development of athletes and coaches with the appropriate characteristics to succeed at the senior International level.
2. Create strong alignment and integration with State level pathways program.
3. Provide opportunities for talented and aspiring coaches to learn, develop and succeed.
4. Deliver an aspirational Australian Junior Squash Tour.





3. PROFILE



STRATEGIC PRIORITIES PROFILE

VISION STATEMENT

Increase visibility, better experiences

STRATEGIC PRIORITY

GOAL

DATA

Build the profile of an Australian Squash player and a demand model to better understand the potential squash market.

BRAND

Adopt a national, consistent 'look & feel' and unite stakeholders behind a single brand identity.

MARKETING

Make Squash 'visible' and reposition the perception of Squash.

COMMUNICATIONS

Engage and communicate effectively with all internal and external stakeholders and better connect with target markets to grow the Squash audiences.



DATA

GOAL

Build the of profile of an Australian Squash player and and a demand model to better understand the potential squash market.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Gather Insights into the profile of current, past, and potential squash players.
2. Gain an understanding of the potential squash player market.
3. Based on the determined squash player profile, build a demand model to understand the potential squashplayer market across Australia.
4. Identify hotspots at a local level with people with a similar profile.



BRAND

GOAL

Adopt a national, consistent 'look & feel' and unite stakeholders behind a single brand identity.

KEY PERFORMANCE INDICATORS / OUTCOMES

- 1.Redesign the national brand for Squash in Australia.
- 2.Align all Squash SSOs behind the new national brand, achieving consistency at all levels of the sport.
- 3.Produce a style guide that will ensure consistency of look and feel for communication activities across all stakeholders.
- 4.Initiate a one management plan for the day-today management and distribution of external communications, publication of content through owned digital channels.



MARKETING

GOAL

Make Squash 'visible' and reposition the perception of Squash.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Increase participation – get more people to play squash more often, anywhere.
2. Make Squash 'visible' – build the sport profile and increase awareness of the sport across all audiences.
3. Reposition the perception of the discipline in the minds of the public and promote positive aspects of squash in order to better connect with target audiences.
4. Position Squash as a leading recreational sport.
5. Enhance the presentation of the sport, focusing on technological innovation and engaging, exciting ways to promote the discipline.
6. Work with WSF on an Olympic Games Bid for inclusion in the Brisbane 2032 Games.



COMMUNICATIONS

GOAL

Engage and communicate effectively with all internal and external stakeholders and better connect with target markets to grow the Squash audiences.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Engage and communicate effectively with all internal and external stakeholders to efficiently coordinate projects and initiatives and achieve consistency in the delivery of development strategies.
2. Celebrate the success within the sport and connect the pathway from grassroots to elite.
3. Provide a unified, cohesive strategy for the whole of the organisation to speak with 'one voice'.





4. FACILITIES



STRATEGIC PRIORITIES FACILITIES

VISION STATEMENT

New places to play, more places to play, modern places to play

STRATEGIC PRIORITY

GOAL

DATA

To capture the data of every squash facility across Australia.

FACILITY DEVELOPMENT PLAN

Identify opportunities for new centres, the improvement of existing centres and develop supporting tools and resources to assist in the planning, funding and (re)development processes.

WORKFORCE & PRODUCTS

Provide resources, networks and toolkits to support club and centre operators.

TECHNOLOGY

Identify the technologies that supports real-time facility data and provides clubs and centre operators with the tools to manage their facilities effectively and efficiently.



DATA

GOAL

To capture and maintain the data of every squash facility across Australia.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Gain understanding of current facilities by obtaining current data for the development of a National Facilities Database including participation.
2. Agree on a data policy to ensure that data is collected and used in a manner that is transparent, secure and accountable.
3. Identify barriers/gaps within obtained data and establish best practice to improve in identified target areas.
4. Analyse centre locations and size data to determine where communities do not have access to squash, and assessment of size of potential centre.

FACILITY DEVELOPMENT PLAN

GOAL

Identify opportunities for new centres, the improvement of existing centres and develop supporting tools and resources to assist in the planning, funding and (re)development processes.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Identify and consolidate a national priority list and pipeline of possible squash facilities and capital works across Australia.
2. Develop and establish investment opportunities for new facilities and upgrades to existing facilities to support the growth and modernisation of the game.
3. Develop best practice partnership agreements for facility utilisation opportunities.
4. Development of a Business Proposal demonstrating the value of Squash to the community to engage Local Councils and State Government for the inclusion of Squash Courts to multi-purpose facilities, outdoor recreation spaces and the addition of new facilities.
5. Identify and consolidate facility blueprints outlining potential facility layout to optimise court usage, visibility and accessibility.
6. Develop relations with designers to provide cost effective construction services for new and existing centres – including movable walls, outdoor courts and other options for participation.
7. Identify construction companies to build new centres and redevelop existing centres cost effectively.
8. Develop a government engagement strategy to identify opportunities for facility development and funding programs.



WORKFORCE AND PRODUCTS

GOAL

Provide resources, networks and toolkits to support club and centre operators.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Establish a Court Owner's Network to connect and provide support amongst operators.
2. Create resource guides to increase court utilisation, membership and revenue.
3. Establish best practice court operations and standard requirements for facilities through the development of a Centre Operators handbook including First Aid, WWCC and court operations – assemble gold standard venue practices from successful centre.
4. Support clubs with Government grant opportunities and partnerships.



TECHNOLOGY

GOAL

Identify the technologies that supports real-time facility data and provides clubs and centre operators with the tools to manage their facilities effectively and efficiently.

KEY PERFORMANCE INDICATORS / OUTCOMES

1. Identify and use app technology to source data and information that benefits operators and facilities (i.e. live tracking and facility usage).
2. Identify technology with capability to track oncourt activities, peak times, participant numbers, membership and bookings.
3. Identify and engage with companies that can assist with the modernisation of facilities (i.e. 24/7 technology, interactive squash).
4. Identify online management tools and resources to provide guidance on daily operations.



**SQUASH
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