



STRATEGIC PLAN

2013-2015

“New Zealanders Choosing Squash”

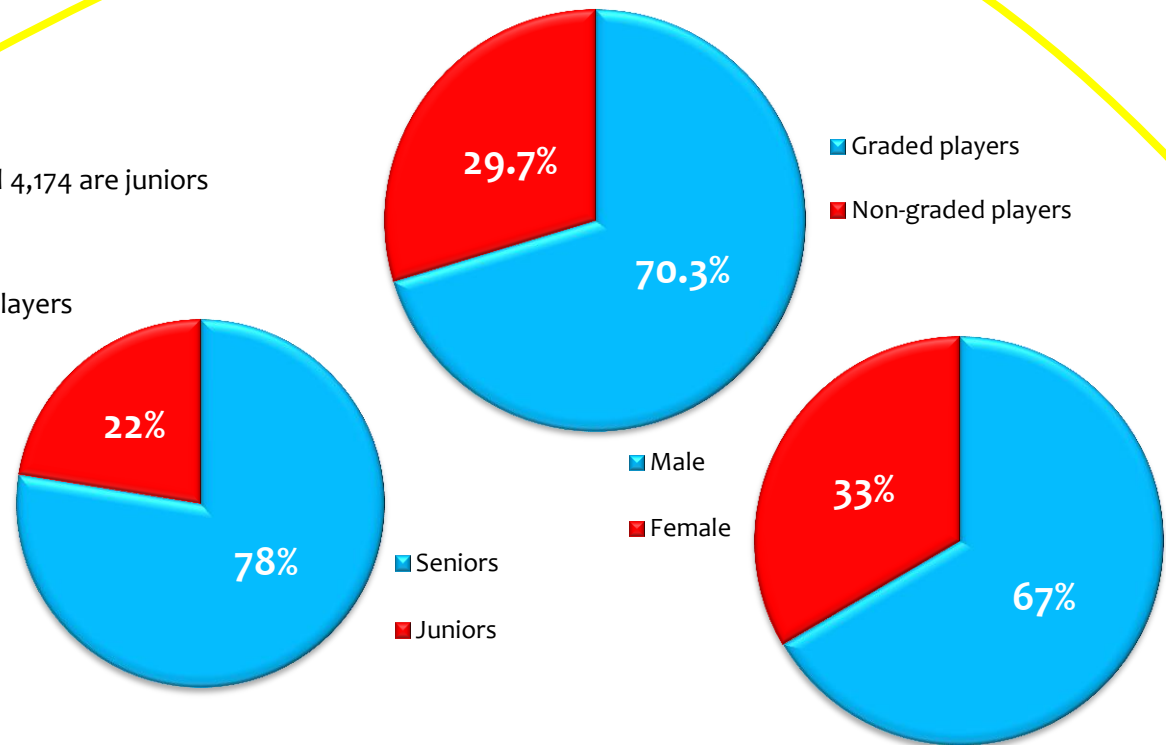
Have Fun | Keep Fit | Play Squash



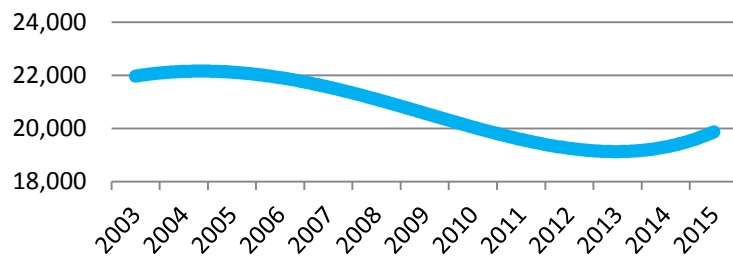
DASHBOARD

2012 Indicator Data

- 18,586 affiliated members of which 6,215 are female and 4,174 are juniors
- Approximately 70% of these players are graded.
- 196 affiliated Clubs throughout 11 affiliated Districts
- Two players ranked top 20 in the world. A further five players ranked in the top 50
- A strong partnership with Sport New Zealand
- A head office in Auckland that employs 5.5 FTEs



Affiliated Player Numbers



What will success look like in 2015?

- Affiliated member numbers above 20,000
- Stakeholder satisfaction surveyed at higher than 70%
- 50% of Clubs using iSquash booking and/or access systems
- Alternative income streams generate at least \$100,000 in revenue
- A flagship squash facility in each major population area of the country
- Commonwealth Games medals and a World Champion



THE PLAN

This Strategic Plan outlines the direction for **Squash New Zealand** over the next 3 years. We have chosen 4 areas that are important to the **growth** and **development** of the sport: connection, pathways, clubs and leadership. Within these areas, we have identified **strategic goals** that Squash NZ will focus on achieving within the period. To highlight how we will achieve these goals, we have included some **operational goals**. Underpinning this whole plan is our **vision** that New Zealanders will **choose squash**, whether it is to play, coach, ref, volunteer, fund, sponsor, include in their newspaper, or deliver at their school. If this happens, then we will be successful in our **mission** to **grow squash** and **increase participation**. We promise to do all this with integrity, innovation and excellence.

VISION: New Zealanders Choosing Squash

MISSION: Champion the genuine worth of squash and grow the sport together

VALUES: Integrity, Innovation, Excellence

CONNECTION

Technology
Communication
Campaigns
Marketing

PATHWAYS

Community
High Performance
Events
Coaching
Referees

CLUBS

Welcoming
Accessible
Successful
Modern

LEADERSHIP

Governance
Capability
Collaboration
Sustainability

TECHNOLOGY

Strive for innovative ways to promote and support squash, including the use of iSquash

- Provide an enhanced membership management tool for Clubs through iSquash
- Continuously develop and promote iSquash for the benefit of the whole squash community, utilising available technology
- Research innovative opportunities for squash development

COMMUNICATION

Communicate regularly and effectively with everyone connected to squash

- Develop and implement a national communication plan
- Ensure a visible Squash NZ presence in the squash community
- Measure and increase the satisfaction of our stakeholders
- Communicate interactively to increase and improve the level of engagement

CAMPAIGNS

Increase club membership by co-ordinating an annual national campaign

- Run an annual national campaign that engages local and national media, with resources available to Districts and Clubs
- Measure the effectiveness of each campaign

MARKETING

Market squash to the wider community to inspire more people to play squash

- Develop a marketing strategy to promote squash in collaboration with Districts, Clubs and Schools
- Develop a modern, recognisable brand for squash
- Exploit media opportunities to increase the profile of the sport
- Promote and support the Squash NZ Hall of Fame to increase the profile of the sport



CLUBS

WELCOMING

Support clubs to provide attractive and welcoming facilities

- Work with Districts and Clubs to identify opportunities to improve facilities
- Support Clubs to develop new community facilities and/or to improve existing facilities
- Provide support to Clubs to access funding

ACCESSIBLE

Working with clubs to remove barriers to participation

- Promote the use of the iSquash Online Booking and Pay2Play modules
- Provide tools and advice to Clubs to attract and retain members
- Promote the benefits of affiliation to Clubs and facilities that are not part of the Squash New Zealand community

SUCCESSFUL

Assist clubs to manage their facilities in a sustainable manner

- Provide and promote a centralised resource library for Clubs to access resources and best practice
- Negotiate collective buying power opportunities for Clubs
- Encourage Clubs to implement effective volunteer management practices

MODERN

Encourage clubs to modernise their facilities and practices

- Encourage Clubs to have an online presence
- Work with Clubs to offer a variety of membership and payment options
- Highlight opportunities for Clubs to exploit available technology



PATHWAYS

COMMUNITY

Ensure there are pathways for players at all levels

- Develop a national community sport plan
- Maintain and enhance the national grading list
- Develop and deliver a national school squash programme to increase junior participation
- Increase School participation through collaboration with relevant organisations
- Encourage unaffiliated Clubs and facilities to join the Squash NZ community
- Ensure a variety of competitions at all levels that satisfy demand
- Explore modified versions of the game to promote the sport and increase participation

HIGH PERFORMANCE

Create a high performance pathway that produces world class performances by world class athletes

- Develop and implement a High Performance programme that achieves Sport NZ outcomes and produces a world champion
- Secure high performance investment from High Performance Sport NZ
- Meet medal target for Commonwealth Games as agreed with High Performance Sport NZ

EVENTS

Ensure that relevant events are provided at all levels to increase participation

- Implement a national events calendar that caters to every level of squash
- Review every event and implement improvements to the national events programme

COACHING

Deliver a coaching programme that creates a world class coaching environment

- Complete and deliver the National Coaching Framework
- Increase the number and quality of qualified coaches
- Deliver opportunities for coach development
- All Districts deliver CoachForce

REFEREES

Create a refereeing framework to recruit and develop more referees

- Develop and oversee the National Referees Framework
- Increase the number and quality of qualified referees
- Exploit technology opportunities in referee development
- Facilitate and support the development of a World Squash Federation referee



LEADERSHIP

GOVERNANCE

Lead the sport cohesively

- Provide strong and capable governance
- Work collaboratively with all Districts to achieve agreed common goals
- Explore and implement the most efficient and effective delivery mechanism/structure for squash

CAPABILITY

An efficient national office supported by effective district communities

- Operate the national office efficiently and effectively through best practice procedures
- Engage capable and competent staff within a structure that best enables effective delivery
- Provide service, support and training to District staff and volunteers

COLLABORATION

Work collaboratively with our stakeholders to get more people playing squash

- Develop and maintain relationships with Clubs, Districts, Schools, Sport NZ, RSTs and other key stakeholders
- Maximise opportunities and reduce duplication
- Work with stakeholders to effectively deliver nationally developed programmes and products



SUSTAINABILITY

Management of the sport provides financial sustainability and profitability

- Source alternative revenue streams
- Manage investments and enterprises effectively
- Develop and maintain relationships with funding providers
- Develop new sponsorship partners