



CASE STUDY:

INNOVATIVE WAYS OF PROMOTING AND
SUPPORTING SQUASH

MASTERTON SQUASH CLUB



SQUASH
NEW ZEALAND

OVERVIEW

The expectations are getting higher, budget constraints are getting tighter and people want more out of their squash club. Unfortunately we do not always have the resources to provide it and with this comes the pressure of prioritising different areas over others. In order to address this the Masterton Squash Club decided to develop a clear direction to help them achieve results, provide confidence for stakeholders and make the job easier for their dedicated family of volunteers. As a result, a strategic plan was developed which outlined the club's mission, values, vision and five areas to focus on over the next three years.

CHALLENGES

Direction

It is harder to achieve group goals when individual people don't have a purpose or understand why.

Priorities

A common pitfall is having too much detail in the plan and focusing on too many aspects. This makes achieving goals harder which leads to a loss of confidence.

Changing Environment

Plans are often prepared on a three or five year basis which means they date quickly and rarely get looked at.

Implementation

Turning ideas into reality is a challenge as without execution there is no strategy.

SOLUTIONS

Consultation

Having everyone buy into the Club vision created a sense of shared responsibility for the plan and more buy-in from the members to turn intention into reality.

Limited Number of Goals

The Club focused on x goals. This supports findings that shows focusing on a small number of goals makes success far more likely rather than trying to change everything.

Progress Checks

The Club used SMART actions to monitor progress of the goals. This enabled control and adjustment of the plan when necessary.

RESULTS

New

Glass-back courts and spectator viewing.

New

Branding created for the club to reflect the membership.



Accessible changing areas installed.

CONCLUSION

By developing a long-term plan to drive progress, the Masterton Squash Club eliminated waste that comes from inconsistent direction and poor communication. Five areas were chosen which were considered to be important to the maintenance, growth and development of squash within the club and under each area were smaller actions that detailed what needed to be done in order to help complete each of the five goals.

Having a set strategy helped to get all club members pulling in the same direction at the same time and this helped the club to achieve results and has led to a more confident club. Regularly monitoring the progress of the agreed actions has meant the plan continues to evolve and guides all decision making, both now and into the future.

Masterton Squash Rackets Club Inc - Est. 1958



***Strategic Plan 2015-2018* sets out Masterton Squash Club's mission, values and vision, and the five areas of improvement we'll focus on over the next three years.**



Contents

Our mission, values and vision

What we have achieved so far

Our five areas of focus for 2015-18

1. Refurbishment
2. Development
3. Technology
4. Leadership
5. Building Management Plan

Project budget needed

How we raise money





Mission and Values

Mission

We are a founding squash club in New Zealand and our courts and club are held in high regard as four of the best in the country.

Masterton is a top contributing club in the development and promotion of the sport. We achieve this by working positively alongside our neighbouring clubs, Squash Wellington and Squash NZ in the development and promotion of the sport.

Attracting a diverse membership, the club values the contributions made by the members and their families and the roles they play in our community.

Values-based organisation

- Accountable
- Positive
- Reliable
- Providing worth to members
- Professional
- Integrity

Vision

The Masterton Club presents squash as a healthy, active sport of choice for individuals and families in the community from juniors through to masters. Our vision with the refurbishments is to provide a modern, appealing venue to promote squash and physical fitness in a family friendly environment for many more years to come.

Masterton Club has chosen 5 areas important to the maintenance, growth and development of squash at our club:

1. Refurbishment

Update & modernise club facilities
Improve accessibility, visibility & usage
Upgrade changing rooms
Club members' hospitality lounge
Increase income

2. Development

Plant the seed
Events
Coaching & referees
High performance
Sportsmanship

3. Technology

Communication
Rebranding
On-line booking,
Improve iSquash accessibility

4. Leadership

Build skills
Sustainability
Maximise the obvious
Plan for success

5. Building Management Plan



What we have achieved

ACHIEVED Lower Level Stage 1:

Glassback courts, improved spectator viewing gallery.

ACHIEVED Upper Level Stage 2(1):

Add balcony with indoor/outdoor access, glass walls to lounge area, glass balustrade on stairs.

ACHIEVED Lower Level Stage 2(2):

Add paraplegic toilet, shower and sauna area off the entrance way

January 2016 - we opened up the area behind the courts - work in progress NOW



1. Refurbishment

1.1 Update & modernise club facilities

- 1.1.1 **LOWER LEVEL Stage 1 includes -**
Remove existing walls and **install glassbacks** on middle 2 courts
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1.2 Improve accessibility, visibility & useage

- 1.2.1 Install **glass walls** on lounge bar - *upper level*
- 1.2.2 Install **glass ballustrade** on staircase- *upper level*
- 1.2.3 **Build balcony** to link lounge bar and court viewing areas.
- 1.2.4 Install **double opening glass doors** for access off both areas.
- LOWER LEVEL, Stage 2 (2) includes -**
- 1.2.5 Underneath balcony is paraplegic toilet, shower and sauna.
- 1.2.6 **Open up area behind glassback courts** creating a multi-purpose spectator viewing area.
Various uses include: an area for warm-up/down, improved spectator appeal, coaching, gym, childrens play, or yoga area.
- 1.2.7 **Expand sound system** to cater for squash and fundraising and hospitality events.
- 1.2.7 Rewire floor level area to allow for **IT development** and preparation for the lower changing room extension.
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1.3 Upgrade changing rooms

- 1.3.1 **LOWER LEVEL, Stage 3 (1) includes -**
Push the west facing wall out on ground level to accommodate mens and womens new changing rooms
- 1.3.2 **Modernise showers and changing area** providing pleasant up-to-date easy to clean areas.
- 1.3.3 The present changing areas are dated and insufficient for club demands.

Refurbishment *cont'd*

1.4 Upgrade members' hospitality lounge

- 1.4.1 **UPPER LEVEL, Stage 3 (2) includes - Expand lounge area** to accommodate catering kitchen and bar into the one, larger lounge area.
- 1.4.2 **Install upper level toilets.**
- 1.4.3 Create purpose-built **memorabilia area** to store club treasures and history.

1.5 Increase income

- 1.5.1 Improved and modernised hospitality area will increase usage of an already popular venue for hireage.
- 1.5.2 Interest has been shown by past members to utilise the updated function room.
- 1.5.3 The club promotes responsible sporting and drinking behaviour and will continue to do so.
- 1.5.4 The updated area will allow for better security and care of club equipment and stock/storage when not in use.



2. Development & Growth

2.1 Plant the seed

- 2.1.1 **Kick the season off** with flyer drops and club calendar. Include media coverage where possible to get the community involved.
- 2.1.2 **Promote the Junior Core** in local colleges and primary schools through newsletters, college diaries and open days.
- 2.1.3 **Participate in community projects**, e.g. Golden Shears Doors to raise the community profile of the club and members.

2.2 Events

- 2.2.1 **Facilitate pre-season events** as a membership drive and attract new members, e.g. Mad Hatters (11 years - proven success)
- 2.2.2 **Facilitate activities to generate usage and income** over the summer months, e.g. Summer club nights and membership.
- 2.2.3 **Facilitate fun and competitive tournaments** throughout the year that satisfy membership demand. Host District and National Events when possible (well respected history for doing so).

2.2 Coaching & referees

- 2.2.1 **Highlight opportunities** for members and past players to attend District and National initiated coaching clinics
- 2.2.2 **Provide resources and access to iSquash** for members to access and learn about rules and refereeing.
- 2.2.3 **Facilitate a Rules and Referees** evening at the beginning of the season for all members with District Referee.

2.3 High performance

- 2.3.1 Facilitate access to **Development Squads** for players with potential to achieve high honours.

2.4 Sportsmanship

- 2.4.1 **Encourage NZ Rules of Squash** to be adhered to by displaying them on the **club noticeboard and club website**.
- 2.4.2 **Provide a safe sporting environment and encourage responsible behaviour at all times at the club.**

3. Technology

3.1 Promote our community presence

- 3.1.1 Kick the season off with flyer drops and club calendar. Include media coverage where possible to **get the community involved**.
- 3.1.2 **Promote the club** in local colleges and primary schools via newsletters and college diaries.
- 3.1.3 **Participate in community projects**, e.g. Golden Shears, and other community events to raise our profile.

3.2 Rebranding

Commenced 2015, ongoing

- 3.2.1 **Develop a modern, recognisable brand for Masterton SRC.**
- 3.2.2 Utilise the new branding within the club to **recognise the valued participation of juniors, senior men, senior women, and the masters/social members.**
- 3.2.3 As a 4-court complex, the branding reflects the memberships standing **side-by-side now and in the future.**
- 3.2.4 **Develop a cohesive and recognisable** club attire and marketing promotions such as posters, stationery etc.

3.2 Upgrade our court booking system

- 3.2.1 **Install an on-line booking system and access to NZ iSquash** at the club due to membership demands.
- 3.2.2 Members travel to play from up to a 30km radius of the club and this will be a positive service we can offer them.
- 3.2.3 Installing this would allow faster access for members to book or cancel games and check the club calendar with ease.

3.3 iSquash accessibility

- 3.3.1 **Utilise the club website and facebook** to communicate with members and link them to the Wellington District, sponsors and NZ iSquash.
- 3.3.2 Competitive players are encouraged to use the on-line booking to enter tournaments, register interclub results and view national news and events.

4. Leadership

4.1 Build governance skill set

- 4.1.1 Provide **strong and capable governance**.
- 4.1.2 Provide opportunities for committee members to **learn squash facilitation skills**.
- 4.1.3 Provide the opportunity for **governance training for one committee member a year**.
- 4.1.4 Review existing policies and procedures and add or **develop policies as appropriate**.

4.2 Sustainability

- 4.2.1 **Ensure a financially stable and sustainable future**.
- 4.2.1 **Maintain and endeavour to improve** club administration systems.
- 4.2.3 **Develop new sponsorship partners** and source alternative revenue options to help future-proof the club.

4.3 Maximise the obvious

- 4.3.1 **Keep in touch with members** via email, noticeboard, website. Good communication keeps members feeling valued and keen to participate.
- 4.3.2 **Exploit technology opportunities** made available by Squash NZ or at a district level.
- 4.3.3 **Encourage and work collaboratively** to reciprocate support of activities and tournaments with other local clubs.

4.4 Plan for success

- 4.4.1 **Review strategic plan** annually or as necessary to review progress.
- 4.4.2 Work collaboratively with Squash Wellington and other local neighbouring clubs for a **successful district calendar of events**.

5. Building Management Plan

Working Bees

Review Plan

Courts are made of steel reinforced concrete blocks with steel beams, plastered walls and T&G wooden flooring. The building has been inspected by engineers under the new earthquake building code (2014).

Two are held annually to maintain club grounds, and carry out any interior repairs. Extra days are by arrangement as required.

Review the BMP annually to review progress. Prioritise and prepare for work required to be incorporated into the club events calendar and direct funds required accordingly.

	<i>Year Due</i>	<i>Cost</i>
Decking <i>upper level</i> (installed 2014)	2045	\$5k
Court Lights (replaced as needed annually, a complete overhaul is done 5-yearly by Club Volunteers) (required product only)		\$3k
Spouting & Downpipes	2025	\$10k
Painting Exterior (last done 2010)	2025	\$10k
	2035	“
	2045	“
Painting Interior (last done 2008) Carried out by Club Volunteers (require product only)	2015	\$2k
Re-Plaster Squash Court Walls	2020	\$16k
Electrical/Gas on completion of Stage 3 the club will be rewired and the new mens and womens ablution block and the kitchen upstairs will be on gas for hot water.		

Project budget needed

Stage 3 (upper/lower level) - see Refurbishments 1.3 and 1.4 of this plan.

\$250,000 to complete Stage 3 – 5 year completion time frame

Funds to be raised from

1. \$50,000 club contribution including voluntary labour, lining building, painting, demolition.
2. \$50,000 club fundraising \$10 k each year from firewood, annual fundraising events, community work.
3. \$100,000 grants and lotteries (apply to several funding trusts for support).
4. \$50,000 explore opportunity to sell corner section adjacent to club (this is an option if there is shortfall in funding for completion of final stage)

How we raise money

Firewood
Golden Shears, Tauherenikau Races
Sponsor Signs & Ballustrade Project
Bar Income & Club Hire
Grant Applications
Sponsorship

Social Events:

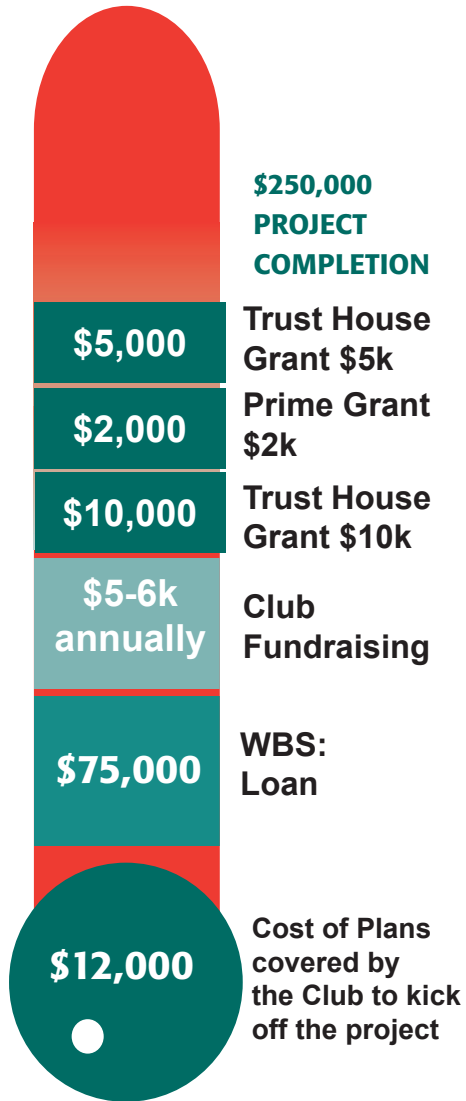
Quiz Night Fun
Mad Hatters
Business House
October Doubles
Senior & Junior Weekly Club Nights

Graded Tournaments:

J-Grade Junior Series
Wairarapa Junior Open
June Open
August Open
D&Below

National Tournament:

Hosting National Squash Events
.... the club is actively supported by members and friends of the club both past and present.



We would appreciate YOUR support.