



# CASE STUDY:

INNOVATIVE WAYS OF MANAGING AND  
REWARDING VOLUNTEERS, COACHES,  
REFEREES AND ADMINISTRATORS

**CHRISTCHURCH SQUASH CLUB**



**SQUASH**  
NEW ZEALAND

## OVERVIEW

Many squash clubs are continuously looking to grow but have difficulty in offering programmes and services that meet the needs of their members. Coaches are considered to be the face of squash for many clubs and play a pivotal role in ensuring the integration and success of members into the facility and sport. However, having an appropriate number of trained coaches is an issue for many clubs throughout the country. Furthermore, the majority of people who coach squash in New Zealand do so on a voluntary basis. To combat this the Christchurch Squash Club decided to hire someone as a club coach who would be responsible for driving all coaching programmes with a specific focus on junior development.

### CHALLENGES

#### Employment

There are a number of laws which govern how a job can be offered and the available entitlements.

#### Remuneration

Many squash clubs have a limited amount of resources available to pay someone to provide coaching services.

#### Services

Coaching someone how to play the game, improving an existing players' grade, providing equipment advice, working with groups...

#### Member Engagement

Helping new people to join as well as working with existing members to help them develop further their love for the game.

### SOLUTIONS

#### Retainer fee plus coaching agreement

Rather than employing a coach on a part- or full-time contract, a two year 'retainer fee plus coaching agreement' was used. This included access to one court at all times when coaching at the club.

Opportunities were also made available for the coach to generate income through individual and group coaching sessions, managing club events and a performance based membership incentive.

#### Communication

To help the coach engage with the members, access to the membership database was provided to help grow the coaching business.

### RESULTS

52

New members between March and July.

11

New juniors attending coaching squads between March and July.



In the number of people getting coaching.

## CONCLUSION

Rather than employing the coach or have them be self-employed, the Christchurch Squash Club decided to use a retainer plus coaching arrangement. This is the most common set up which gives both parties (the club and the coach) some skin in the game. It encourages the coach to work for the club to help it grow and provide its' members with services and programmes they want. In doing so the coach has the ability to earn more income through having more members and participants to coach.

As a result, there has been an increase in activity within the club, more people are seeking and receiving coaching and there has been significant growth in membership by 25% in 6 months. This reinforces the important role coaches play in helping more people to play sport.