



SQUASH
NEW ZEALAND

ANNUAL PLAN 2018/19

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BACKGROUND

Squash New Zealand provides support to and helps co-ordinate the work of districts and clubs, delivers national competitions, develops coaching & refereeing, participation and high-performance programmes and selects national teams.

Squash on the Move is the four-year strategic plan for squash which sets out a clear vision and priorities for developing the sport in New Zealand. Two Strategic Outcomes

PARTICIPATION GROWTH

a significant increase in the number of people playing squash

INTERNATIONAL SUCCESS

success at pinnacle events

The strategy elevates nine enabling outcomes that if achieved will contribute significantly towards achieving the two strategic outcomes. The enabling outcomes are:

1. Our sport is well-organised
2. Our funding is broadened and increased
3. Squash is well promoted
4. Squash uses great digital applications
5. The key people running districts, clubs and programmes are supported
6. Coaching is strong throughout the country
7. Refereeing is strong throughout the country
8. We have a strong base of performance athletes
9. Squash has an attractive event and competition framework

PARTICIPATION AND COACHING - KEY ACTIONS 2018/19

1. ASSIST DISTRICTS AS THEY DEVELOP AND IMPLEMENT THEIR PARTICIPATION PLANS

- Direct tailored support provided to district staff to develop and deliver their participation plans
- Districts encouraged to use existing participation programmes, club support and coach development resources to develop holistic and comprehensive plans
- Capability workshop delivered for district workforce

Resource and responsibility

- Participation Manager and district workforce
- \$30,000 (District visits and workshop expenses)

Success measures (KPIs)

- All 11 districts develop plans that reflect the specific needs of their communities
- All districts agree Squash New Zealand provides them with the tool and direct support to help clubs grow participation
- Measured participation increases by 5% from 18,146 to 19,053 (membership returns)

2. DEVELOP A TECHNOLOGY PLAN FOR SQUASH

- A holistic technology plan developed with input from Technology Advisory Group
- Engage support from Sport New Zealand
- Products scoped for pilot/implementation
- Establish an improved way of measuring participation

Resource and responsibility

- Chief Executive and Participation Manager
- \$50,000 (External advisor, project costs and advisory group expenses)

Success measures (KPIs)

- Comprehensive technology plan developed and obtains stakeholder support
- First products tested and piloted ready for implementation by September 2019

3. UPDATE THE COACH DEVELOPMENT FRAMEWORK

- Capture insights on the state of squash coaching in New Zealand
- Review and improve the coach development framework (focussing mainly on the community coaching community) with input from Coaching Advisory Group

Resource and responsibility

- Participation Manager
- \$10,000 (Resource design and advisory group expenses)

Success measures (KPIs)

- A detailed understanding of the health of squash coaching in NZ is obtained
- A clear and comprehensive Coach Development framework is launched by September 2019

EVENTS ACTIONS - KEY ACTIONS 2018/19

1. INCREASE THE OVERALL STANDARD OF INTERNATIONAL, PREMIER AND MAJOR EVENTS

- Implement the competition review recommendations and provide early clarification on roles and responsibilities (SNZ delivery of international & premier events, district/club delivery of major events)
- Introduce event delivery improvements that enhance player and spectator experience
- Deliver initial Operations meeting – continue to work closely with Districts and host clubs to develop clear delivery/hosting agreements

Resource and responsibility

- Event Manager
- \$40,000 (travel costs, new products and initiatives)

Success measures (KPIs)

- Player satisfaction and participation increases (benchmark entries and satisfaction to measure increase/decrease in year 2)
- Districts supported in their delivery of major events - Districts and host clubs have a clear understanding of expectations and are satisfied with the guidance and support provided by Squash New Zealand
- Squash New Zealand assumes full responsibility for all International and Premier events delivery

2. HOST A PSA BRONZE WORLD SERIES EVENT

- Develop an event plan in conjunction with PSA
- Source event funding (commercial, central & local government funding)
- Engage the wider squash community to ensure the event is well supported
- Develop and deliver a comprehensive communications/promotion plan to ensure that the event lifts the profile of squash

Resource and responsibility

- Chief Executive & Event Manager
- \$32,000 (forecast net loss year 1)

Success measures (KPIs)

- Achieve a net promoter score of 80% from events attendees
- All players agree that they were well supported, and the event is well run
- The profile of squash increases before, during and post event through tv, print and social media
- The event is determined to be financially viable to enable ongoing delivery

HIGH PERFORMANCE - KEY ACTIONS 2018/19

1. SUPPORT DISTRICT PLAYER DEVELOPMENT PROGRAMMES

- Direct tailored support provided to districts to assist with either developing new or refining existing player development programmes
- Player development sessions/camps run by Squash New Zealand held in districts

Resource and responsibility

- High Performance Manager
- \$45,000 (programme coaching and development camp costs)

Success measures (KPIs)

- Districts understand their role in the player development pathway/process
- Reduced financial burden for players to participate in development opportunities
- Players reach a higher ability prior to entering national squads
- Increased collaboration between Squash New Zealand and districts enabling a more joined up player development pathway providing efficiencies
- Squad selections criteria refined and distributed
- 3 player development sessions run by Squash New Zealand held in districts

2. INCREASE SUPPORT TO TRANSITION PLAYERS

- Develop a sustainable support programme to assist athletes moving from junior to senior competition (19-24 years old)
- Support programme to focus on providing services and mentoring rather than just financial support

Resource and responsibility

- High Performance Manager
- \$10,000

Success measures (KPIs)

- Transition players with the ability to track towards top 100 PSA ranking identified
- Individual development plans created and support provided
- All players in transition support programme agree they are well supported by Squash New Zealand

3. INCREASE HPSNZ FUNDING SUPPORT

- Develop a compelling proposal for increased investment
- Maintain close partnership with key HPSNZ personnel

Resource and responsibility

- High Performance Manager & Chief Executive

Success measures (KPIs)

- Total HPSNZ investment increases to \$250k p/a

COMMUNICATION & PROMOTION - KEY ACTIONS 2018/19

1. INCREASE COMMUNICATION FLOW AND PROFILE OF SQUASH

- Deliver comprehensive and coordinated communications in partnership with districts via different channels
- Squash stories on high performance players and events are published through main digital media channels

Resource and responsibility

- Communications & Marketing Specialist
- \$20,000 (content creation, campaign expenses)

Success measures (KPIs)

- Squash community agree the profile of squash has increased
- Social media followers increase 10% from 4,500 to 4,950
- Player results published in Stuff and NZ Herald news sites

2. IMPLEMENT REGULAR DISTRICT-SQUASH NZ SESSIONS

- Run regular skype sessions with key district personnel

Resource and responsibility

- All Squash New Zealand team

Success measures (KPIs)

- Districts satisfied with the level of engagement and connection with Squash New Zealand

ORGANISATION CAPABILITY - KEY ACTIONS 2018/19

1. SECURE THE FUTURE OF CLUB KELBURN

- Update the operations plan and refresh facility management/development plan
- Work with Wellington City Council to obtain new lease

Resource and responsibility

- Chief Executive & Club Kelburn Manager
- \$10,000 (facility development planning costs)

Success measures (KPIs)

- Operations and facility management/development plans created
- A new 10+10 lease granted by Wellington City Council

2. COMPLETE ALL GOVERNANCE MARK RECOMMENDATIONS

Ensuring Squash has a strong governance framework through the completion of all policy, constitutional and procedural improvements.

Resource and responsibility

- Board & Chief Executive

Success measures (KPIs)

- Recommendations implemented and Governance Mark obtained

3. ESTABLISH THE SQUASH FOUNDATION

- Develop a New Zealand Squash Foundation charter and register with Charities Services
- Launch and promote the Foundation to attain investment

Resource and responsibility

- Chief Executive
- \$10,000 (legal fees)

Success measures (KPIs)

- Foundation formed and first \$50,000 of new investments received (overall goal of \$5 million)

4. FINALISE FACILITIES FRAMEWORK/ GUIDELINES

- Complete the Facilities Framework/ Guidelines
- Publish/socialise Framework/Guidelines to key stakeholders

Resource and responsibility

- Chief Executive
- \$10,000 (contractor/advisor fees)

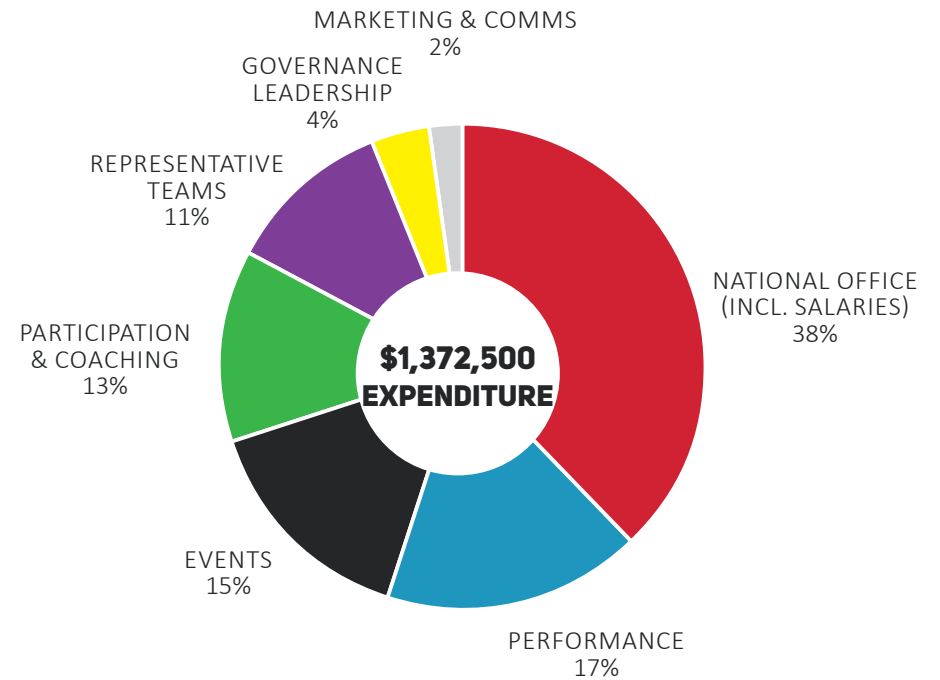
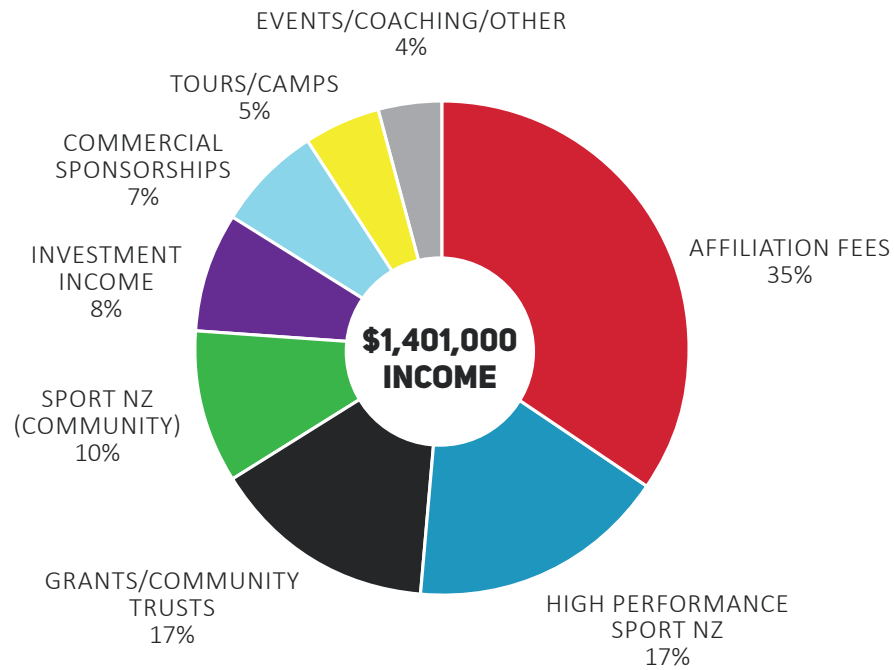
Success measures (KPIs)

- The Facilities Framework/Guidelines are completed by July 2019
- Framework/Guidelines are promoted and provide clear direction for future developments

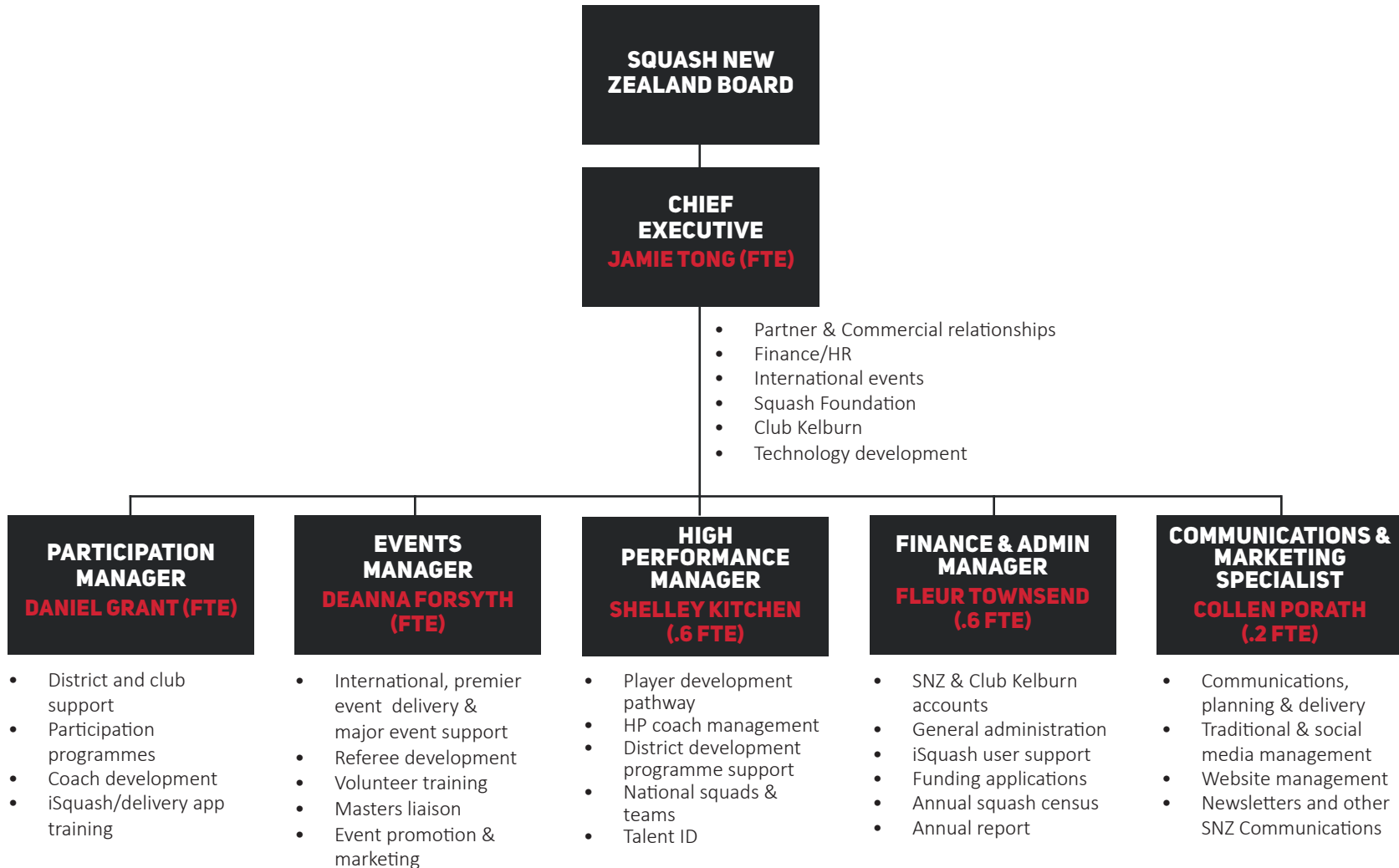
KEY ACTIONS SUMMARY

ACTION	EXPENDITURE	WHO	KPI
Assist districts to develop and implement growth plans	\$30,000	Participation Manager	All 11 districts develop plans that cater to the needs of their communities
Develop a technology plan for squash	\$50,000	CEO/Participation Manager	Comprehensive technology plan developed and obtains stakeholder support
Update the coach development framework	\$10,000	Participation Manager	A clear and comprehensive Coach Development framework is launched by September 2019
Increase the overall standard of events	\$40,000	Events Manager	Player satisfaction and participation increases
Host a PSA Bronze world series event	\$32,000	CEO/Events Manager	The profile of squash increases before, during and post event.
Support district player development programmes	\$45,000	High Performance Manager	Districts understand their role in the player development pathway/process
Increase support to transition players	\$10,000	High Performance Manager	Individual development plans created and support provided
Increase HPSNZ funding support		High Performance Manager/CEO	Total HPSNZ investment increases to \$250k per annum
Increase communication flow and profile of squash	\$20,000	Comms & Marketing	Squash community agree profile of squash has increased
Implement District-Squash NZ sessions		All SNZ team	Districts satisfied with the level of engagement and connection with Squash New Zealand
Secure the future of Club Kelburn	\$10,000	CEO	A new 10+10 lease granted by Wellington City Council
Complete Governance Mark		Board/CEO	Recommendations implemented, and Governance Mark obtained
Establish the Squash Foundation	\$10,000	CEO	Foundation formed and first \$50,000 of new investments received
Finalise Facilities Framework/Guidelines	\$10,000	CEO	Framework/Guidelines are promoted and provide clear direction for future developments

2018/19 BUDGET - SOURCE AND APPLICATION OF FUNDS



SQUASH NEW ZEALAND ORGANISATION CHART





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