



# ***SQUASH ON THE MOVE***

The Squash New Zealand strategic plan for 2016-2021

**TRY IT.**

**PLAY IT.**

**LOVE IT.**



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## Squash on the Move

*Squash is a sport for all seasons for many New Zealanders.*

Younger, older, leisure player, competitor, team, individual, getting fit, before work, after work, midday, weekends ... squash courts are open across the country, rain or shine.

Squash New Zealand and the regional districts are working together to grow the game at club, school and tertiary level throughout the country. At the heart of our plan is building and delivering development programmes and pathways for players, coaches, referees and volunteers.

The work of volunteers and support from local and central government programmes, partners and sponsors are vital to the development of our sport. Our co-ordinated branding and iSquash technology platform demonstrate our unique proposition and high levels of communication with players and supporters across the country.

In a world where there are more leisure time choices, our challenges are spread from encouraging more kids into squash to building world champions.

To do that we have developed *Squash on the Move*, a six-year strategic plan which sets out a clear vision and priorities for developing our sport in New Zealand.

## Strategy Framework

Clubs are the first building block of squash in the country. There are 193 of them across New Zealand. Most own their own land and courts and run programmes and events suited to their communities.

On the next tier Districts provide direct support to clubs and schools, organise interclub competitions and schedule tournaments, and adapt and deliver squash development programmes for their region.

Squash New Zealand provides support to and helps co-ordinate the work of districts and clubs, runs national competitions, develops coaching, 'squash start' and high performance programmes, selects national teams and appoints national referees.

*Squash on the Move* has been developed with the direct input of districts, their feedback from clubs, and the involvement of partners, governments sectors and the broader squash community. Working in a unified way gets more done for less.

### Values

The values we promote in our game are:

Excellence - committed to pursuing excellence in everything we do

Innovation - finding creative and better ways to do things

Integrity - committed to being honest and transparent

Enjoyment - we do it because it is fun

Friendship - a game that builds lifelong friendships

Success - inspiration for the next generation

Co-operation - working together as a team

*Squash on the Move* is 6-year strategic plan which will be reviewed every three years, and is intended to be comprehensive but at the same time clear and to the point ... the key elements shown in the strategy pyramid and described on the following pages are the *vision, strategic outcomes, goals and the priority actions*. We've minimised the number of management terms used to provide emphasis on what counts.

The Squash New Zealand board is committed to and will focus on squash achieving these high-level strategic outcomes and goals.

Each year the Squash New Zealand chief executive and team will produce an *Annual Plan* which will focus on the organisation's *actions* being taken to achieve the longer term goals. Progress will be measured annually. There's enough flexibility built in so that if the environment changes or someone has a great idea we can adapt.



## The world's healthiest sport

Squash was voted by Forbes Magazine as the world's healthiest sport on a broad range of criteria ... great cardio workout, high calorie burn, muscular development and flexibility, modern and convenient.

It's easy to organise games, only one playing partner required. Play almost anytime during the week or weekends, and games are never rained off. If you like clubs and teams, those options are available too, and it is a game for life.

## The challenges this plan responds to

Squash is in good shape, but the environment we operate in has changed dramatically over the last generation. Recognising some of the challenges provides a context for the goals and priorities in this plan.

- ❖ Increased competition for leisure time and dollars
- ❖ A range of district and club capabilities
- ❖ Finding different ways to grow the membership
- ❖ Some facilities are aging
- ❖ Funding challenges at all levels
- ❖ Relatively low profile in schools
- ❖ Promotion and media profile under-developed
- ❖ Geographic challenge for high performance players

These challenges are common to many sports in New Zealand.

## **Our purpose**

Squash New Zealand's purpose is to lead, develop and promote squash in New Zealand, and to work with districts and clubs to deliver and grow the game at all levels.

## **Our vision**

### ***SQUASH - GROWING AT GRASSROOTS AND GOING FOR GOLD***

Our vision starts with New Zealanders choosing squash in their communities – in clubs, schools, universities and recreation centres. Kids and adults, leisure and competitive players, newcomers and old hands. Trying it, playing it, loving it. This is grassroots squash.

More New Zealanders having fun and keeping fit playing squash in their communities is a goal in itself. And it also creates a bigger base for running events and developing talent.

Going for gold is a metaphor we use for high sporting achievement across all age groups in national and international events, in PSA events, and in the Commonwealth games, World Open, World Team Squash Championships and other iconic squash events.

Achieving our vision will involve engaging with supporters and fans and a well-connected squash community working closely with business partners, government agencies, schools and other organisations.



## Five Strategic outcomes *(What do we want?)*

To grow community squash and go for gold Squash New Zealand will focus on these five key strategic outcomes.

**Participation Growth** – a significant increase in the number of people playing and participating in squash

**International Success** - the high performance programme achieves podium success at pinnacle events

**Welcoming Facilities** – the squash community improves the accessibility and utilisation of spaces and places

**Financial Health** – the governance and management of the sport provides financial sustainability at all levels

**Unified Delivery** – SNZ, districts and clubs are united to deliver squash nationwide

Achieving these strategic outcomes over the 2016 to 2021 life of the plan will deliver participation and competition results on court and also creates a stronger platform for future development.

With the help of Districts we've set goals and then priorities for each strategic outcome. These shared goals and priorities provide for the alignment of national and district annual implementation plans and actions, with the potential of achieving more for less.

**Goals** (*what does success look like?*) and **priorities** (*what are the main things to do?*)

**Participation Growth**

We're set to grow squash numbers – club members, school registered players, leisure players, active coaches and supporters. That's the plan. Growing our game at grassroots provides a stronger foundation with the prospect of improved sustainability.

| <b>Strategic Outcomes</b><br><i>What do we want?</i>   | <b>Goals</b><br><i>What does success look like?</i>  | <b>Priority Actions</b><br><i>What are the main things to do?</i>   |
|--|--|---|
| <p><b>Participation Growth</b> – a significant increase in the number of people playing and participating in squash</p> <p><i>Benefits - improves court utilisation, programme viability, player choices and funding at all levels</i></p> | <p>25,000 playing club members (6,000 new members)</p> <p>3,000 school members on the grading list</p> <p>Improve the capability and number of active coaches and volunteers</p> <p><i>(2015: 19,000 club members, 950 school members on the grading list)</i></p> | <p>Focus on promotional initiatives at national and local levels</p> <p>Provide coaching and development programmes for clubs and schools that focus on the needs and expectations of participants</p> <p>Connect with more members, fans and prospects</p> <p>Establish district growth targets</p> <p>Develop and implement membership recruitment and retention strategies</p> <p>Secure increased funding for Community Sport</p> |

## International Success

Going for gold is about high sporting achievement across all age groups at top national and international events. The ultimate measure though is how we fair internationally. We've produced world champions in the past and our goal is to punch above our weight and do it again.

| <b>Strategic Outcomes</b><br><i>What do we want?</i>   | <b>Goals</b><br><i>What does success look like?</i>   | <b>Priority Actions</b><br><i>What are the main things to do?</i>   |
|--|---|---|
| <p><b>International Success</b> - the high performance programme achieves podium success at pinnacle events</p> <p><i>Benefits – promotes pride, provides inspiration for up-and-coming talent, attracts new players to the game and increases partnership opportunities</i></p> | <p>A world champion</p> <p>14 players with a top 100 world ranking</p> <p>2 x medals at the CWG</p> <p>Podium finish for NZ Women's team at the World Champs</p> <p>NZ Men's team achieve a top 8 finish at the World Champs</p> <p>Podium finish for the World Junior Girls' team</p> <p>NZ World Junior Boys' team achieves a top 8 finish</p> <p><i>(2015: recent highest world ranking 4<sup>th</sup>, 8 with a top 100 world ranking, 1 x bronze medal at the 2014 CWG, no team recently in the top 8)</i></p> | <p>Develop and implement a long term strategic plan for the HP and talent development programme through to 2022</p> <p>Provide a competition framework and pathways to support the HP programme</p> <p>Support elite athletes, coaches and referees</p> <p>Develop regional HP hubs and talent development centres</p> <p>Secure increased funding for the High Performance Programme</p> |

## Welcoming Facilities

Most squash facilities are owned by clubs and run by volunteers, with larger clubs affording a club administrator. Clubs are the heart of grassroots squash.

This plan recognises that clubs are different and offer a range of choices to their members and newcomers, but at the same time tackles a challenge head on ... how can we best utilise resources to improve club facilities and programmes nationwide? Helping clubs is an important part of the equation.

| <b>Strategic Outcomes</b><br><i>What do we want?</i>  | <b>Goals</b><br><i>What does success look like?</i>   | <b>Priority Actions</b><br><i>What are the main things to do?</i>   |
|---|---|---|
| <p><b>Welcoming Facilities</b> – the squash community improves the quality, accessibility and utilisation of spaces and places</p> <p><i>Benefits – larger numbers of people will be attracted to squash and stay in the game</i></p> | <p>Improved facilities and court utilisation</p> <p>Improved accessibility</p> <p>Improved programmes</p> | <p>Develop a national facilities strategy that aligns with the Sport NZ Community Sport Strategy and the Sporting Facilities Framework</p> <p>Maintain facilities database and identify development opportunities</p> <p>Develop successful induction and playing programmes for new players</p> <p>Assist clubs with new member management</p> <p>Investigate future options for the National Squash Centre and Club K</p> |

## Financial Health

Sports codes throughout New Zealand benefit from the great efforts of dedicated volunteers at all levels – national and district boards, club committees, event organisers, coaches and more. Squash is no different, volunteers make an amazing contribution to our sport. Our financial health goals focus on ‘business’ improvements at all levels so that we have more funds to develop facilities and deliver programmes which grow our sport.

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|---|---|--|
| <p><b>Financial Health</b> – the sport is financially sustainability and commercially successful at all levels</p> <p><i>Benefits – provides a platform and the financial resource for squash facility and programme developments</i></p> | <p>SNZ, districts and clubs all having sound governance, management and financial systems in place</p> <p>SNZ, districts and clubs all run in the black and can afford to invest in new initiatives</p> | <p>Promote and where possible provide governance, financial and operational management training</p> <p>Share key financial data so that the sport has a stronger information base to inform strategy</p> <p>Build strong relationships with funding organisations and supporting partners at all levels</p> <p>Develop commercial partnerships</p> |

## Unified delivery

This plan provides the opportunity for long-term national and district strategies and also annual plans to be aligned nationwide. Working in a unified way on projects, with aligned actions and annual reviews, will help us achieve our vision of squash growing at grassroots and going for gold.

| <b>Strategic Outcomes</b><br><i>What do we want?</i>  | <b>Goals</b><br><i>What does success look like?</i>   | <b>Priority Actions</b><br><i>What are the main things to do?</i>   |
|---|---|---|
| <p><b>Unified Delivery</b> – SNZ, districts and clubs are united to deliver squash nationwide</p> <p><i>Benefits – uses limited resources more effectively and provides opportunity for greater productivity and satisfaction</i></p> | <p>SNZ and districts have aligned strategic and annual plans</p> <p>SNZ and districts are working well together at an operational level</p> | <p>Continuously improve MoAs between SNZ and all districts</p> <p>Support good club governance and funding</p> <p>Clearly communicate the strategic plan to clubs</p> <p>Develop and use iSquash to simplify administration, ease operations, support more playing options, capture programme activity and provide data</p> |

## Marking our game

Our system of marking the next game in interclub and tournaments is quite unique to our sport.

No surprises then that *Marking our Game* is an important part of our strategic plan. *Marking our Game* is the annual measurement and review system we use to measure the effectiveness and outcomes of our actions. We'll use hard data and also qualitative assessments to evaluate performance, market changes and effectiveness of strategies.

*Marking our Game* will happen at board and organisation levels to track progress towards achieving both the strategic outcomes and goals outlined in this plan and the more detailed targets which will be in our annual plans.

The purpose of our evaluations is to ensure we are doing the best we can to achieve our vision of squash growing at grassroots and going for gold.

## About Squash New Zealand

Squash New Zealand is an incorporated society and the sport's national body.

The Squash New Zealand Board has 6 members typically elected for three years, with 2 positions available for re-election each year, with the option to have up to two co-opted members. The Board is responsible for the production of this plan and will focus on achieving the vision, strategic outcomes and goals it articulates.

Our chief executive leads a team of 4 FTEs which is responsible for developing and implementing annual plans which, along with the co-ordinated efforts of Districts and clubs, helps achieve the strategic outcomes and goals.

There are 11 Districts, 193 affiliated clubs, 19,000 playing club members and many more social players. Squash is a sport for all seasons for many New Zealanders.

For latest information, personnel and contact details please visit [www.squashnz.co.nz](http://www.squashnz.co.nz).

