



SQUASH SA

DRAFT STRATEGIC PLAN 2010-2013



STRATEGIC PLAN 2010-2013

Strategic Direction One Increased Participation & Membership



1.1 Strategic Goal

- Actively encourage junior, senior and social participation in squash and racquetball in South Australia.
- Actively market squash and racquetball as a means of achieving a balanced, active and healthy lifestyle.

1.2 Strategic Measures

- Number of schools participating in the targeted junior squash and racquetball programs.
- Number of registrations in junior development programs.
- Number of junior players registered with Squash SA.
- Number of social and pennant players both junior and senior registered with Squash SA.
- Amount of funds invested in marketing and promotional activities.

1.3 Strategic Actions

Junior

- Establish four zones consisting of central, northern, southern and country, and assign a development officer to each of these zones with responsibility to increase the number and frequency of school programs, to establish social competitions and to establish closer links to clubs.
- Actively target schools within 5 kilometers of existing Squash Centres to deliver the targeted junior squash and racquet ball schools' program.

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Strategic Direction One Increased Participation & Membership



Junior Strategic Actions Continued...

- Establish “focus schools” whereby squash programs are run each school term as the key physical education activity within the school curriculum / physical activity calendar of events.
- Establish ongoing links with schools in each zone to support future planning and program development.
- Establish links and ongoing communications with other junior sporting bodies such as SASI, DECS Sports Unit SAPSA, SASSA, SAPSASA

Senior

- Establish a variety of pathways for adult participation and link social participation to other options.
- Establish Fit for Work or other participation programs in targeted Centres.
- Establish links with other organisations and sporting bodies to increase participation.

Social

- Improve the standard and ambience of squash and racquet ball facilities to increase the attractiveness of social squash.
- Establish and administer Squash SA registered in-house social competitions at a number of facilities throughout South Australia.

Marketing

- Implement a promotion and advertising strategy to raise awareness of the sport, its benefits and the pathways to participation.
- Invest in an ongoing branding campaign.
- Use high profile identities to promote the sport.

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Strategic Direction Two Improvement of Facilities



2.1 Strategic Goal

- Work with club and court owners to improve the standard of affiliated facilities across South Australia.
- Ensure Racquets SA is a desirable venue for hospitality and gaming.
- Retain the current number of squash centers as the minimum, and explore opportunities to increase the number in population growth areas, urban redevelopments and country.

2.2 Strategic Measures

- Return on investment of Racquets SA.
- Funds contributed to Squash SA events, competitions and structures by Racquets SA.
- Amount of funds committed to facility upgrade.
- Amount of funds invested in marketing and promotional activities.

2.3 Strategic Actions

Racquets SA

- Continue to invest in Racquets SA in order to improve and consolidate the financial viability of Squash SA and to provide continuing sponsorship of squash and racquetball events, competitions and structures.
- Enhancements to the existing Racquets SA environment by improving facilities, such as additional televisions, introducing TAB and/or Keno.

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Strategic Direction Two Improvement of Facilities



Racquets SA Strategic Actions Continued...

- Develop a master plan for Racquets SA to address issues such as:
 - Increased car parking.
 - Better utilisation of Bistro / Function area floor space.
 - Improved outdoor lighting.
 - Development of outdoor bar facilities.

Squash Venues

- Introduce a capital upgrade grant program (one off or matching basis) to affiliated Squash Centres in order to undertake facility improvements and upgrades. These may include:
 - Re-painting.
 - Resurfacing Courts.
 - Lighting.
 - Air-conditioning.
 - Glass Walls.
 - Adjustable Walls.
 - Amenities.
- Actively seek opportunities for Squash SA to strategically invest in School and Council owned facilities either as an owner, partner or to encourage development.
- Conduct a review or audit of facilities statewide to identify opportunities for upgrade, ownership or investment by Squash SA.
- Develop and implement a marketing and media strategy to promote Clubs and Centres through targeted promotion, brand identification and media contact.

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Strategic Direction Three

Game & Player Development



3.1 Strategic Goal

- Administer professional events, competitions and tournaments to assist player pathways, player development and increase community awareness.
- Provide pathways for junior, elite, senior and social player development.
- Develop a network of capable and skilled coaches and officials.

3.2 Strategic Measures

- Number of events, competitions, and tournaments administered in both metropolitan and country regions.
- Number of registered players participating in competitions and events (Matrix registrations).
- Improvement of team and individual national ranking.
- Number of functions and articles that recognise and promote the achievements of successful players, coaches and officials.
- Number of coaches and officials participating in accredited training and development.

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Strategic Direction Three

Game & Player Development



3.3 Strategic Actions

- Develop and implement structured programs, competitions and tournaments for players of all ages and skill levels.
- Stage tournaments and events in both metropolitan and country regions.
- Deliver training and accreditation programs for coaches and officials.
- Establish a satellite club model that underpins player development pathways (including talent identification) for SAAS.
- Sponsor the SAAS athlete scholarship program (Racquets).
- Schedule annual functions that incorporate the recognition and achievements of successful players, coaches and officials.
- Provide opportunities for the skills development of players through the Development Officers in each zone throughout the state.
- Develop and implement a marketing and media strategy to promote Clubs and Centres through targeted promotion, brand identification and media contact.

STRATEGIC PLAN 2010-2013

Strategic Direction Four

Governance & Administration



4.1 Strategic Goal

- To ensure sound governance and administrative practices that enhance the reputation of the Squash Rackets Association of SA (trading as Squash SA and Racquets SA).

4.2 Strategic Measures

- Compliance with regulations.
- Board effectiveness.
- Development of an online membership system.

4.3 Strategic Actions

- Ensure business risks are adequately quantified and insured against.
- Establish a Finance and Audit Committee to oversee and advise on financial and risk management issues.
- Review existing committee structures to ensure they are aligned with the strategic directions of Squash SA.
- Undertake an organisational review to reconfigure current human resources with future strategic requirements.
- Review the effectiveness of policies and competition regulations to ensure continuing compliance with regulation.
- Develop an online system to facilitate player membership registration, payments and bookings.
- Implement a Board Professional Development program.
- Implement an administrative system to ensure efficient and effective day to day operations, and ensure accurate and positive interactions with the squash public.