

# Towards2020

## Invitation to participate in consultation

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Last year Squash New Zealand undertook a Review of the delivery of Squash in New Zealand and what improvements could be made. Lesley Ferkins led the consultation process and various people from your District were interviewed and ideas and thoughts were gathered. A Report was produced *Squash in New Zealand: Evidence Base and Rationale for Action*. A discussion took place at the Annual General Meeting last year in November. There was a clear message that people wanted some changes to be made to the Squash New Zealand infrastructure as people felt we could do better.

Cath Clark has now been contracted to create a 10 year vision for the Squash New Zealand delivery infrastructure, hence the “2020” reference in the project’s title. Cath’s role will be managing the process of converting the talk into action, and to this end Cath will be traveling the country finding out what people think the solutions are. This invitation is a chance for members of the Squash community - district representatives, club officials and members - to listen and share ideas and information.

You are all invited to come along and meet with Cath and share your views at the meeting that is being held in your District. Squash NZ staff are working with key district people to arrange these forums. Dates and times are in the email accompanying this brief. Please note that the meeting is open ALL members and it is the time to have your ideas and views put forward.

Please find attached a brief Q&A which provides some back ground information on the project. We look forward to your active participation in this process.

Sincerely

**Neil McAra**

Steering Group Chair

**Catherine Clark**

Project Manager

# Q&A

## Q. What is the Project Called?

This project is called Towards2020. The name of the project refers to the timeline, the vision for an infrastructure which will suit SNZ for the next 10 years.

## Q. What is the project about?

Towards2020 project is the next step on from the Review undertaken last year, which involved comprehensive consultation led by Lesley Ferkins. That Report and the discussion at the AGM last year signalled that members want to see improvements on several matters, including infrastructure and related issues like communication, alignment from national through to local levels and strong leadership.

Towards2020 will address the findings from the Review that relate to infrastructure, for example the legal and operational structures between national, district, club and player. There is a strong desire to have a more unified organisation that works more effectively together.

## Q. How long is the Project?

The project started on 1 May and will finish on 31 July 2009.

## Q. What is the Project Scope?

Specifically, Towards2020 is about infrastructure - the structure of the sport, the nature and system of membership and the behaviours and relationships that form the culture. The key questions to be answered are:

- a) What kind of organisational structure will drive SNZ performance over the next ten years? How can we transition to this structure?
- b) What kind of membership affiliation system will provide a transparent, fair and sound economic model for the next ten years? How can we transition to this system?
- c) Describe the ultimate organisational culture for Squash NZ. How will that culture encourage and reward the desired behaviours? How will the culture enhance organisational performance? How can inappropriate behaviours and attitudes be managed and ultimately eliminated. What steps will need to be taken?

## Q. What are the Project Objectives?

The objective is to create a streamlined infrastructure which drives the performance of Squash New Zealand.

Q. Who is Cath Clark?

Cath is the Project Manager. Cath has a range of experience as an athlete, club official and sports manager both internationally and in New Zealand. She has worked in Government, including almost 5 years at SPARC, has been the CEO of a national sports organisation and also worked as a consultant for the International Paralympic Committee. She has hands-on experience at leading change in sports organisations. Currently Cath is a Board Director of Australian University Sport and works as a Consultant.

Cath's role will be managing the process of converting the talk into action.

Q. Haven't we already done this?

In 2008 a Review was undertaken and many people contributed. This helped to identify the issues and problems. But we are taking the next step.

Towards2020 is about converting the findings from the 2008 Review, in addition to other information, into action. This project is about making decisions and developing an action plan to address the issues that have been identified.

Q. What should I expect in this process?

Firstly, it is one thing to identify a problem and another thing to solve it. Some people respond well to change and find it exciting, other people struggle with change and feel threatened. So we can expect that people will react in different ways to changing the status quo.

In terms of the process, we can expect:

- to contribute ideas, solutions and suggestions
- to have our views heard
- to think beyond our own personal interests and work towards the good of Squash as a whole
- to hear different points of view and ideas that challenge the status quo
- the need to compromise in order to reach a plan that we can all agree and commit to

Q. Do we need a Plan?

The short answer is *nothing changes if nothing changes*.

While people might agree on what the problems are, there will be less agreement on the solutions. But the kind of change we are talking about requires all of us to get behind it. It will take the commitment and effort of people at club, district and national levels to be successful. Forging a plan which people genuinely commit to putting into action will be a large part of the challenge – we will only go backwards without it.

There is an enormous opportunity here but also a large challenge ahead. One thing is critical: that we develop an action plan that we can agree and commit to.

Q. Where can I get information on the project?

Your role in this process is very important. There will be different ways of contributing your ideas:

- Contact: Cath directly on [clark.cath@gmail.com](mailto:clark.cath@gmail.com)
- Workshop: attend a workshop or meeting in your region
- Twitter: keep up to date and add your thoughts on Twitter. Look up the project's profile – Towards2020.
- Newsletters: a regular newsletter will be sent out and posted on the website

Q. What happens after this project finishes?

An action plan will be developed over the coming three months and will be a critical output of the project. This action plan will provide direction for the next step in the process – implementation. Implementation will commence after Towards2020 has been completed and the Board have adopted the recommendations. More information on the implementation phase will be available closer to July.