

TOWARDS2020

The First 12 Months of Implementation

Introduction:

The following document provides a summary of the discussion and actions presented to the National Presidents Meeting, 18 July 2009.

Timeframe: October 2009 – September 2010

Phase 1 Desired Outcomes

Increasing alignment, improving relationships and setting meaningful performance measures.

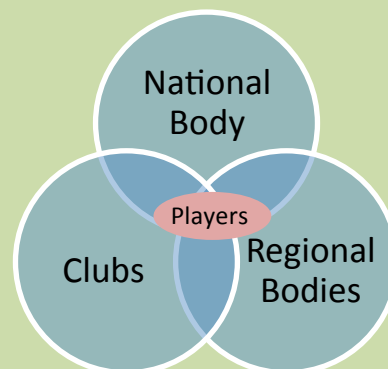
Phase 1 Priority Areas

Four priorities have been identified and actions for the next 12 months have been grouped under these headings. These priorities form a “scorecard” for measuring progress towards the desired outcomes above.



Phase 1 Structure

The consultation and research has resulted in two recommendations on structure. Firstly, that there be no formal changes to the SNZ Structure in the first phase of implementation. Secondly, that the “structure” of SNZ is reconceptualised to facilitate a synchronised 3-sphere model which places players at the heart of the organisation and at the centre of decision-making.



Below is a summary of the key actions for T2020 (Phase 1) which were agreed to:

1. Integrated planning – national strategic plan flows through to regional operational plans
2. Recruitment of national programme leaders in club development, coach development and business operations (see organizational chart attached)
3. Alignment of regional staff/volunteers to the national programme leaders in order to create and implement robust and measureable plans.
4. Resourcing of the national positions will be funded through existing membership levies to ensure they are sustained. Regions will receive this leadership and related services instead of the ‘rebate’ previously divided up between the regions.

AGM 2009

- A revised membership affiliation model (working group set up to develop the options)

Planned Actions for the First 12 Months

1 PRIORITY ONE - Collaboration and culture	
Aim:	For SNZ to be an organisation that New Zealanders want to be a part of.
Actions: August 2009- June 2010	<ol style="list-style-type: none"> 1 Establish a direct line of communication between clubs and the national body <ul style="list-style-type: none"> ▪ The national body in direct communication with players and clubs. ▪ The national body to gather research and circulate customer research to clubs and regions. 2 Develop a Culture Statement – then live by it <ul style="list-style-type: none"> ▪ A Statement of Culture will be developed to clearly define and raise awareness about the new way of working together (e.g. customer focus). ▪ Review and relaunch the Code of Conduct. It is necessary to “walk the talk” and SNZ needs to reinforce the commitment to create a positive culture by integrating this policy into employment and player contracts. 3 Cultural and behavioural expectations are made explicit in planning documents, performance agreements and contracts <ul style="list-style-type: none"> ▪ Integration of culture and behaviour standards across the organisational planning and operational plans.
2 PRIORITY TWO - Delivery Coordination	
Aim:	To create a synchronised nationwide delivery network with real impact
Actions: Jan-June 2010	<ol style="list-style-type: none"> 1 Recruit for key national programme leadership roles to ensure management and direction resource is in place to drive and support district alignment and implementation <ul style="list-style-type: none"> ▪ National Coaching Director (based anywhere) ▪ National Club Development Manager (based anywhere) ▪ National Operations Manager 2 Create a nationally directed and aligned Club Development Programme <ul style="list-style-type: none"> ▪ Improve consistency, knowledge sharing, measurement and performance benchmarking which informs continual improvement and resource targeting 3 Implement a nationally directed and aligned Coach Development Programme <ul style="list-style-type: none"> ▪ Establish and maintain a ‘community’ for coaches across NZ ▪ Improve knowledge sharing and interactive professional development ▪ Implementation of the 2009 National Coaching Strategy ▪ Foster a performance culture through strong, visible leadership and clear behaviour/conduct expectations 4 Create a nationally directed and aligned High Performance Programme <ul style="list-style-type: none"> ▪ Improve knowledge sharing and interactive professional development ▪ Foster a performance culture through strong, visible leadership and clear behaviour/conduct expectations
3 PRIORITY THREE – Resourcing and Accountability	
Aim:	To make squash resource work harder and deliver more value

Actions:
October
2009 – June
2010

- 1 **Develop aligned and integrated planning and set clear agreements in place**
 - Review existing regional and national plans. Squash New Zealand will have a national strategic plan which needs to integrate with regional operational plans. Regions planning processes should be conducted where alterations are required.
 - Develop a partnership approach involving the flexibility to address local needs whilst also supporting the achievement of national objectives. All agreements will need to reflect relevant accountability measures relevant to the area.
- 2 **Performance Management and Measurement**
 - Implement clear and aligned measures. Squash NZ needs to set clear targets, perform wide communication of targets to increase accountability, align targets to the Squash NZ strategic plan to ensure contributions are channelling towards the ultimate goals.
 - Quarterly Leadership Meetings – establish a performance review cycle of ‘virtual meetings’ for all Regions and the SNZ CEO (purple group on the org chart).
 - Publish an online mid-term performance report card incorporating all 12 entities that make up Squash NZ. This may also include case studies on clubs or members.
- 3 **Implement a single membership affiliation system paid directly to the national body**
 - Creation of a single system with clear and transparent inputs
 - Improve transparency of where the money goes
 - Improve feedback on ‘value proposition’
 - Easy to understand
 - Consistent

AGM Vote
2009

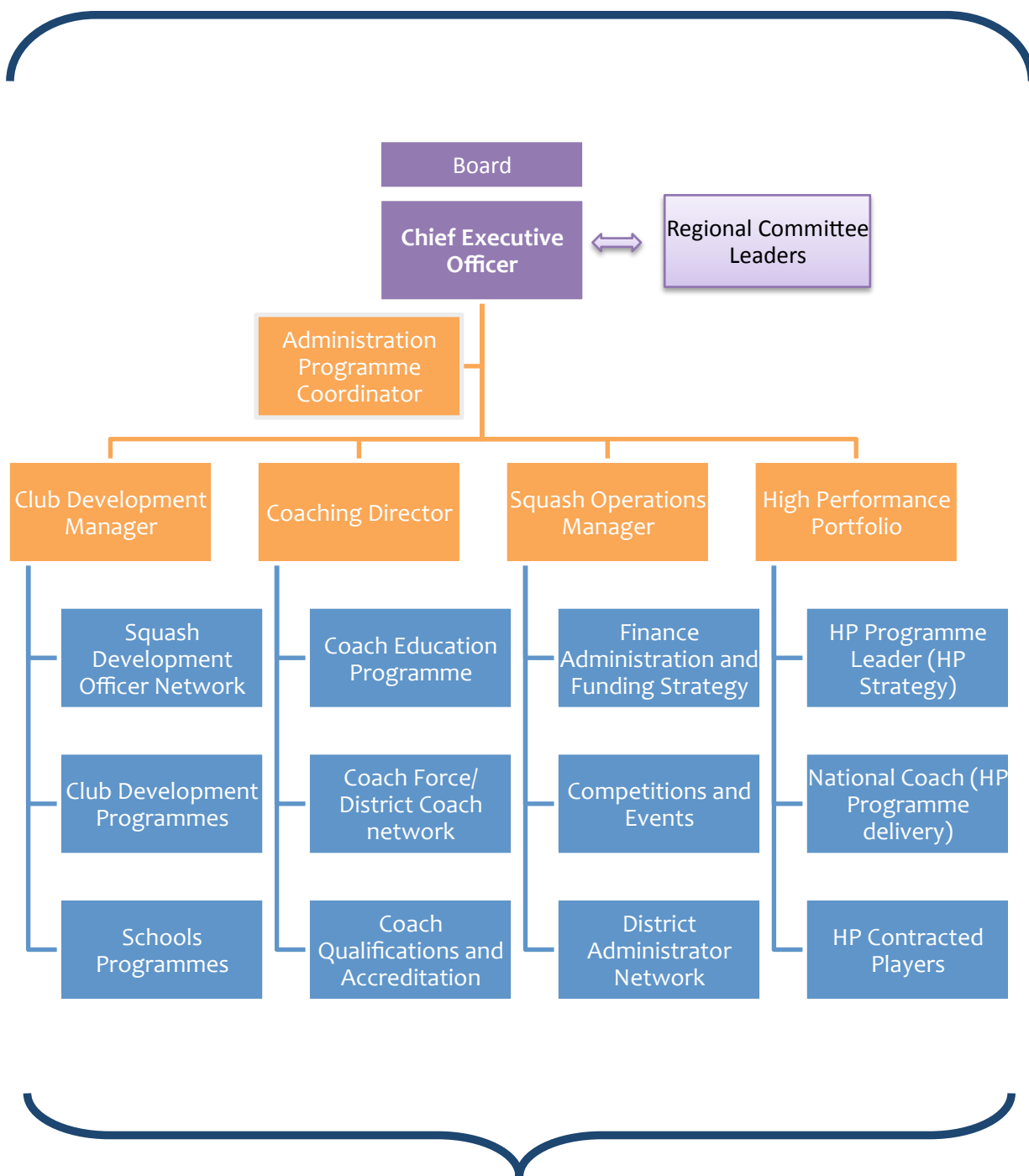
4 PRIORITY FOUR - Knowledge and Capacity

Aim: To leverage the collective knowledge and skills across the sport

Actions:
Jan-June
2010

- 1 **Implementation of the National IT Platform**
 - Implementation of the IT platform (as presented)
- 2 **Develop a National Professional Development Plan**
 - This plan will invest in the skill and knowledge development of paid and unpaid staff who form the SNZ workforce. An annual schedule of professional development opportunities will be organised by the Business Operations Manager in consultation with staff.
- 3 **Squash NZ Broader-Team operational Conference**
 - This event is for the operational staff of Squash NZ delivering the business plan (orange and blue on the chart). Such an event not only addresses the knowledge and capacity priority, it also reinforces and feeds into the other three priorities. This will be an opportunity to bring together all district and national staff for a six monthly meeting to discuss directions, share experiences and issues, review and measure performance, and most importantly, build a team culture of shared responsibility.

Proposed Organisational Structure – Phase 1



Key points:

- A closer relationship between the CEO and Regional Leaders – the ‘SNZ Leadership Group’
- Appointment of national positions for leadership, management/support of the regional networks and for creating a knowledge and product base to reduce duplication. Regional Development Officers, Coaches and Administrators all have a “go to” person for support.
- Recognition of regional staff within the organizational structure which signals the building of a stronger, more cohesive team in addition to alignment, better performance measurement and the sharing of knowledge and skills across the organization.