



SQUASH
NEW ZEALAND

Annual Plan 2019/20

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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

Achieving our strategic outcomes of participation growth and international success requires the unified effort of Squash NZ, districts and clubs.

Squash in New Zealand - 2019 Snapshot

High Performance

1. Player rankings
As of 1 October - 5 athletes in top 100 16% decrease from 2018

2018	
Women	Men
Joelle King (5)	Paul Coll (8)
Amanda Landers Murphy (37)	Campbell Grayson (41)
Abbie Palmer (83)	Evan Williams (95)
Kaitlyn Watts (103)	Luke Jones (157)
Emma Millar (130)	Scott Galloway (170)

2019	
Women	Men
Joelle King (6)	Paul Coll (6)
Amanda Landers Murphy (42)	Campbell Grayson (43)
Abbie Palmer (104)	Evan Williams (89)
Kaitlyn Watts (105)	Lwamba Chileshe (171)
Emma Millar (138)	Gabe Yam (212)

2. World Championships
Most recent world championships results

Event	Recent	Previous	Tracking
Women's Team	8th (2018)	7th (2016)	-1
Men's Team	6th (2017)	15th (2013)	+9
Jnr Women's Team	10th (2019)	7th (2017)	-3
Jnr Men's Team	10th (2018)	8th (2016)	-2

Participation

Club members as at 31 July 2019 18,189 1% increase from 2018 (18,146)
5-year membership trend is flat (less than 1% growth) 2019 - 18,189 compared to 2014 - 18,038

Membership by district			
	2019	2018	2017
Northland	661	675	723
Auckland	4,513	4,256	4,405
Waikato	2,004	2,085	1,843
Bay of Plenty	1,990	1,833	1,825
Eastern	622	589	686
Central	2,045	2,130	2,008
Wellington	1,643	1,641	1,557
Canterbury	1,793	2,110	2,085
Midlands	920	838	900
Otago	980	941	899
Southland	1,018	1,048	995
Total	18,189	18,146	17,926

Participation and Coaching - Key Actions

1. COMMENCE IMPLEMENTATION OF TECHNOLOGY SOLUTIONS

- Using the plan developed in 2019/20, begin implementing technology solutions (either new or replacing/updating existing)

Responsibility

- Chief Executive and Participation Manager

Success measures (KPIs)

- First technology solutions successfully implemented (as dictated by the plan)
- Obtain baseline satisfaction scores from users

2. IMPLEMENT COACH DEVELOPMENT FRAMEWORK CHANGES

- Coach Development Framework Launched
- Online course(s) developed
- Centralised administration

Responsibility

- Participation Manager

Success measures (KPIs)

- New online courses launched
- Coach Development course enrolments increase by 5%
- 80% of coaches rate new coachdevelopment opportunities 'good' or 'very good'

Events - Key Actions

1. ESTABLISH PSA SERIES

- Using existing PSA events and exploring others, establish a PSA Series to both support athlete development and open commercial opportunities

Responsibility

- Event Manager

Success measures (KPIs)

- 3 'tournament swings' (a series of 4-5 events) held over a 12 month period
- NZ players fill 33% of draws

2. PLAN ACTIVATION FOR WORLD MEN'S TEAM EVENT

- In conjunction with BOP MSE plan aligning key 2021 events around the World Men's event
- Explore referee development opportunities to aid with the provision of local referees in 2021

Resource and responsibility

- Event Manager

Success measures (KPIs)

- 2021 Tournament calendar planned early 2020 - linking key events with World Men's Event.

High Performance - Key Actions

1. SUPPORT DISTRICT PLAYER DEVELOPMENT PROGRAMMES

- Player development framework refined and clarified
- Direct support provided to districts to strengthen local player development systems

Responsibility

- High Performance Manager

Success measures (KPIs)

- Framework finalised and socialised with stakeholders
- Districts and players understand and support the Framework
- All 11 district programmes beginning to align to the Framework

2. IMPLEMENT ATHLETE SUPPORT PROGRAMME USING UPDATED CRITERIA TO EMERGING AND ELITE ATHLETES

- Implement new athlete support criteria to provide clarity on who to support and what the support looks like (broader than just financial investment)

Responsibility

- High Performance Manager

Success measures (KPIs)

- Criteria that administrators, parents and athletes understand confirmed that balances the need to support emerging and elite athletes
- Develop a closer relationship between athletes and Squash NZ
- Athlete representative on HP Advisory Group

Communication, Promotion & Organisation Capability - Key Actions

1. DEVELOP AND COORDINATE DELIVERY OF 'NATIONAL SQUASH DAY' PROMOTION

- Squash stories on high performance players and events are published through main digital media channels where possible

Resource and responsibility

- Communications & Support Coordinator

Success measures (KPIs)

- Squash community agree the profile of squash has increased
- Measureable increase in squash participation (membership and other metrics)

2. SECURE THE FUTURE OF CLUB KELBURN

- Obtain new ground lease from Wellington Council
- In collaboration with key stakeholders develop long-term plan for Club Kelburn

Resource and responsibility

- Chief Executive

Success measures (KPIs)

- Future maintenance and development costs are established and used for strategic planning
- Long-term direction confirmed by June 2020

Key Actions Summary

Action	Who	KPIs
Commence implementation of technology solutions	Participation Manager	First technology solutions successfully implemented (as dictated by the plan)
Implement Coach Development Framework	Participation Manager	Coach Development course enrolments increase by 5% from X to Y
Establish PSA Series	Events Manager	3 tournament series held over a 12 month period
Plan activation for World Men's Teams event	Events Manager	Key events linked with World Men's event
Support district player development programmes to align with national pathways	High Performance Manager	All 11 district programmes beginning to align to the Framework
Implement athlete support programme using updated criteria to emerging and professional athletes	High Performance Manager	Clear criteria developed that balances the need to support emerging and elite athletes
Develop and coordinate delivery of 'national squash day' promotion	Communications Coordinator	Increased visibility of squash and participation growth
Secure the future of Club Kelburn	CEO	Long-term direction confirmed by June 2020

Participation and Coaching - Actions

Workstreams	Actions	KPIs
Programmes	Support districts in the implementation of participation programmes	Districts understand programmes and agree support provided by Squash NZ
	Promote to clubs and support SNZ programme resources	Establish a baseline of clubs using SNZ Programmes
Coaching	Implement the refreshed Coach Development Framework	Foundation and Development modules online Practical Modules roll out nationally
	Identify 3 rd party development opportunities for Coach Developers	75% of Coach Developers involved in development
	Support Districts to implement locally led Coach Development initiatives	Course numbers?
	Deliver Coach Developer training	1 Coach Developer training session held
	Engage with RSTs to explore available development opportunities	50% of districts have a relationship with RST
	Engage Coach Advisory Group to provide input on rollout of framework	CAG provide input on coach development framework implementation
Technology (Delivery Applications)	Establish Technology Advisory Group	TAG provide ongoing guidance in the implementation of the Technology Plan
	Develop the technology plan for squash	Final Plan ready by March 2020
	Application/products scoped for pilot/implementation	First products determined and pilot preparation work complete
	Establish an improved way of measuring participation	Increase club reporting on measures in 2019/20
	Provide iSquash support	24-hour response time during week
Deliverer Support	Deliver a district capability workshop	1 District workshop held, 80% satisfaction rating
	Refine club resources based on demand	Benchmark analytics to understand demand
	Research and implement resource sharing platform	Platform goes live March 2020
	Work to facilitate strong relationships with districts and RST's	All Districts have strong relationships with their RST
	Provide programme templates and resources & promote to clubs	Resources shared through regular communication with clubs
	Facilitate the sharing of wider industry resources	Relevant resources sources and promoted to districts/clubs

High Performance - Actions

Workstream	Action	KPIs
Athlete development	Refine, clarify and communicate the Squash NZ player/athlete pathway	New pathway document created and all socialised with all parties
	Support district player development programmes to ensure alignment with national programme	Players reach a higher ability prior to entering national squads
	Select athletes and run 'Emerging' and 'World Junior' (elite) training squads	Players show improvement performance metrics
Performance coach development	Run performance coach workshop	10 coaches attend workshop, 80% satisfaction rating
Athlete support	Begin preparation to apply for HPSNZ campaign funding (2021-2022)	Funding support reaches \$250k p/a
	Invest in, and provide resource support to, athletes tracking to become top 100 ranked players	Athletes improvement performance metrics (rankings, wins)
	Deliver integrated performance support from HPSNZ world leading specialists to NZ representatives	Targeted athletes provided with sport science support
Representative teams and campaigns	Organise pre-event competition and training camps, select athletes, coaches and manager to compete at World Men's Championships	Achieve 6 th place or better
	Organise pre-event competition and training camps, select athletes, coaches and manager to compete at Junior World Championships	Achieve 6 th place or better
	Organise pre-event competition and training camps, select athletes, coaches and manager to compete at Trans-Tasman	Win event

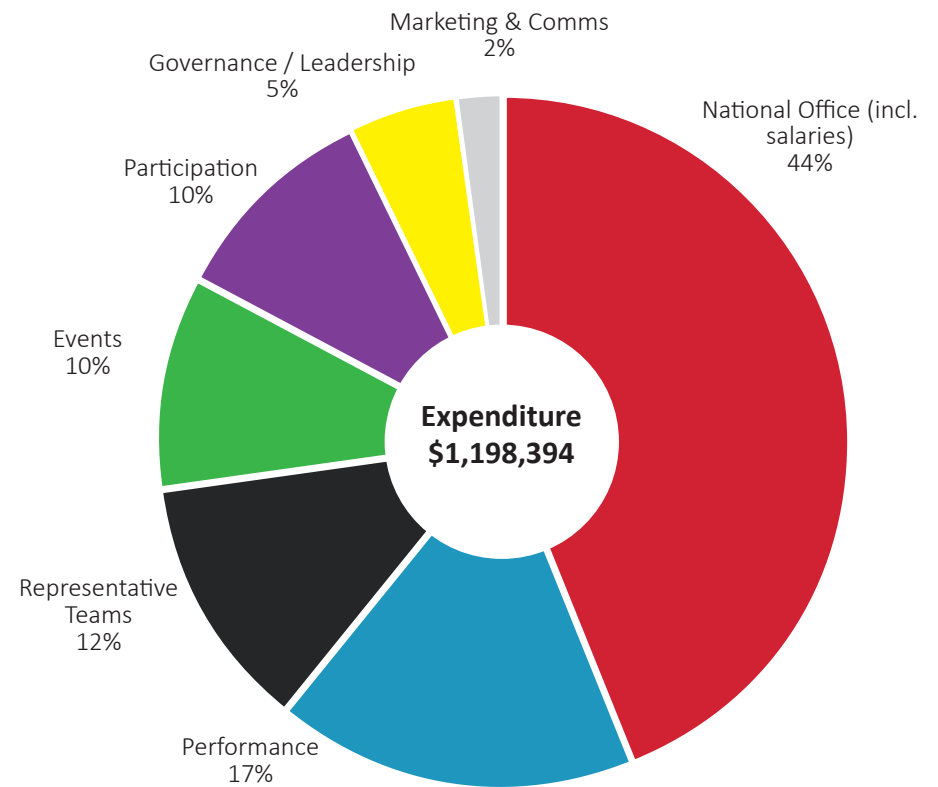
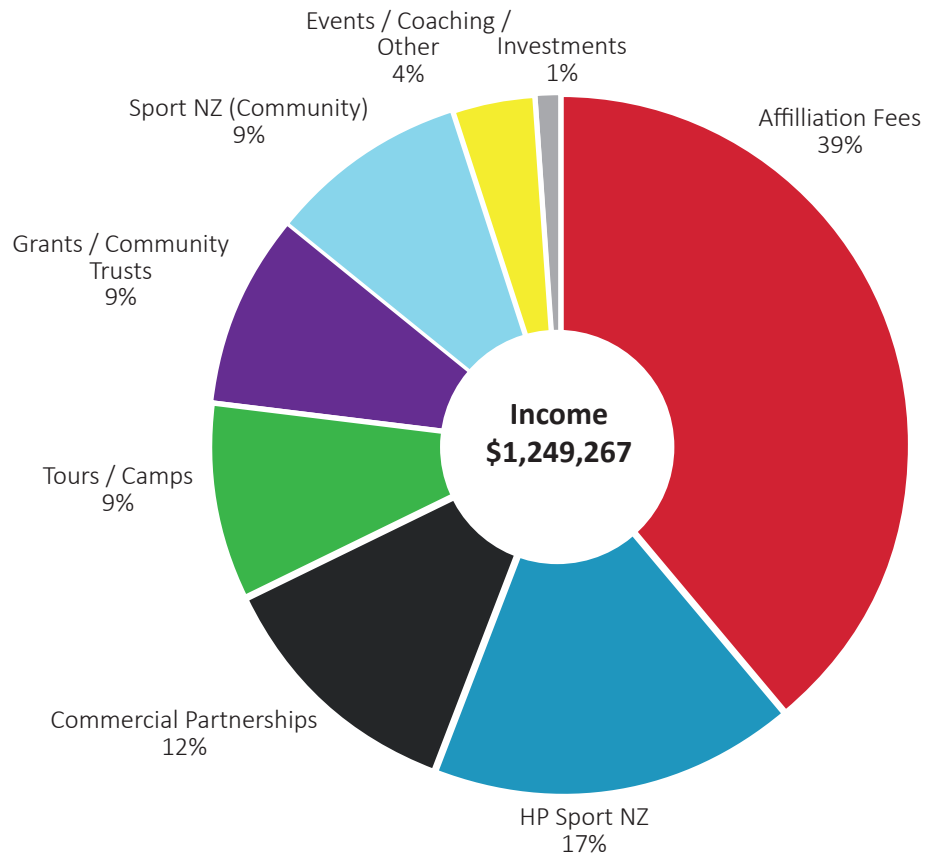
Events - Actions

Workstream	Action	KPIs
Referee Development	Support referee panel to increase the numbers of national & regional referees	National referees increase from 12 to 13, Regional referees increase from 1 to 2
	Upskill national & regional referees	20 assessments delivered
	Administer referee course results entry	All referee assessments are accurately recorded
Event administration	Conduct a review of the Grading list	Player community 'satisfaction' with Grading list benchmarked
	Review and improve live streaming provision	Live streaming quality and viewership increases from X to Y
	Run four Events Advisory Group meetings	EAG provide input into event rules and other event delivery aspects
	Set annual event calendar in conjunction with districts and WMT2021 OC	Calendar widely accepted by districts and linked to WMT2021 event
	Review rules for all Premier and Major events	Events rules are clear and protests easier to manage
International, Premier & Major events	Deliver the AON New Zealand Junior Open in conjunction with Squash BOP and Devoy Squash Centre	Entries reach xxx, athlete satisfaction increases from 8.96 to 9.25
	Deliver the New Zealand Junior National Championships in conjunction with Squash Canterbury and Christchurch Squash Club	Entries reach xxx, athlete satisfaction stays at 9.12 or higher
	Deliver the New Zealand Senior National Championships in conjunction with Squash Auckland and North Shore Squash Club	Entries reach xxx, athlete satisfaction increases from 8.9 to 9.25
	Lead the promotion, planning & support of PSA Series	3 PSA Series (a series of 4-5 events) held over a 12 month period
	Support delivery of PSA Satellite (x10) and Challenger Tour (x2) events	Clubs/promoters agree Squash NZ supported the successful event delivery & NZ players fill 33% of draws
	Determine district, approve venue, and provide resources/templates for all 10 major events	Districts/clubs agree Squash NZ supported the successful event delivery
Annual Squash Awards	Plan and deliver all aspects of the Annual Squash Awards	Pre-event communications, awards processes and event successfully delivered

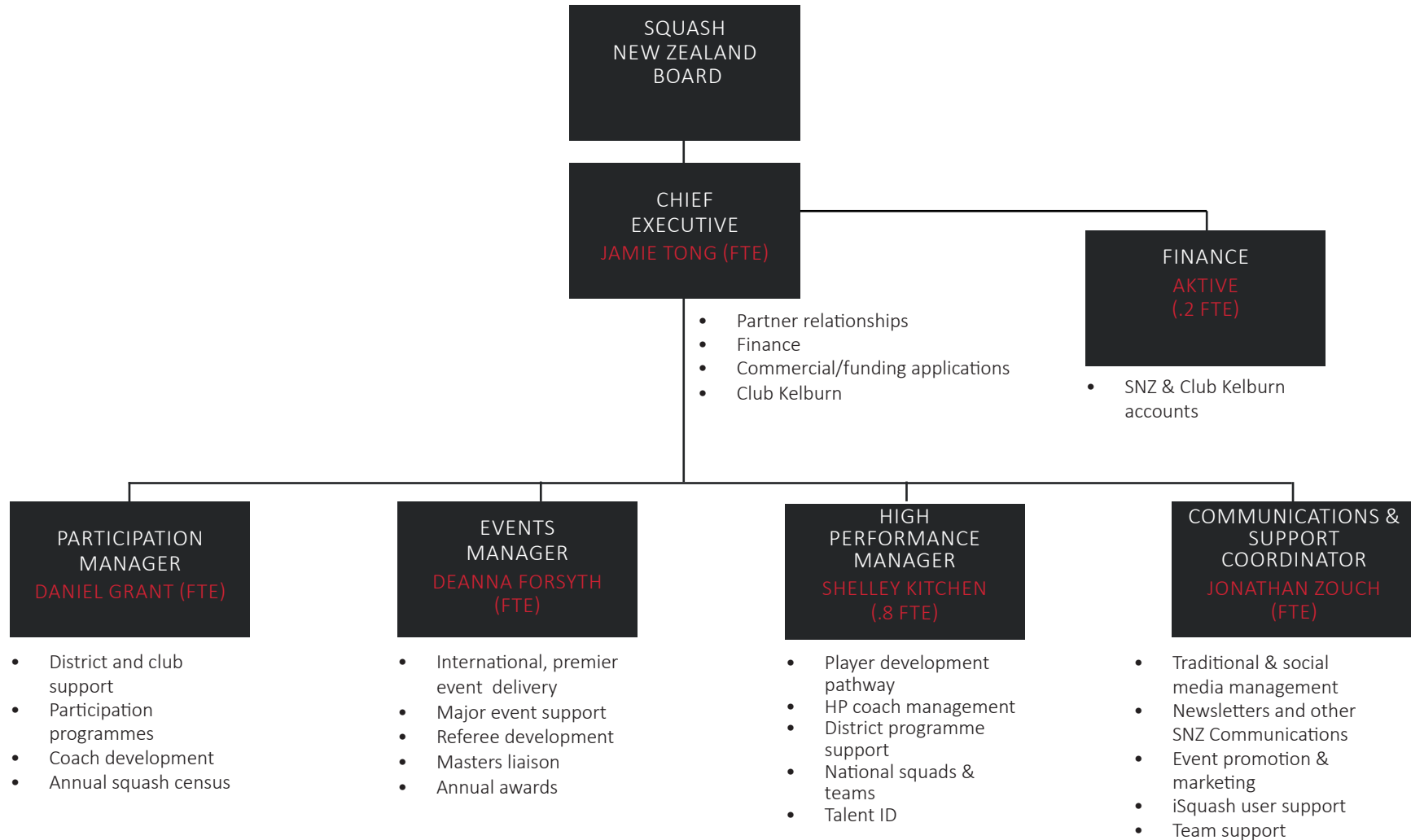
Communications, Promotion & Organisation Capability - Actions

Workstream	Action	KPIs - Outcomes
Communications	Implement a communications plan that increases communication flow and engagement	Communication frequency and quality increases
	Increase activity and engagement across all Squash NZ communications platforms – website, Facebook, Instagram	All squash stakeholders agree comms platforms are up to date and relevant
	Annual Report, 'The Boast' e-newsletter, event posters and all other promotion documents developed in-house	Squash New Zealand brand enhanced through high-quality publications
Promotion	Create/obtain content for all media platforms	Growth of followers/engagement
	Improve the visibility of NZ athletes competing in World Tour PSA events	Growth of followers/engagement
	Develop media and promotion of all Premier and International events	Growth of followers
	Lead the World Squash Day campaign (National Squash Day) promotion	Increased visibility of squash and participation growth
Commercial Partnerships	Build number of commercial partnerships	Attain 2 further partners similar to AON/Executive Travel (\$15k)
	Develop a new product that can attract commercial partners	
Squash NZ administration	Confirm the long-term direction for Club Kelburn	Long-term direction confirmed by June 2020
	Finalise Facilities Strategy/Framework/Guidelines	Strategy/Framework/Guidelines completed September 2020
	Complete all Governance Mark recommendations	Governance Mark obtained

Budget - Source and application of funds



Squash New Zealand Organisation Chart





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