



“CLUB 20” TRIAL

A collaboration between:

Squash **[Club]**

Squash **[District Name]**

Squash New Zealand

[Name] Regional Sports Trust



“Club 20”

A collaboration between clubs, districts, RSTs and SNZ

Outline

At the SNZ 2016 Annual Forum three major challenges facing squash were identified: connection, resilience and participation. It was agreed to establish a workgroup that would make recommendations to the SNZ Board and District Presidents on how these issues could be addressed.

Among the recommendations put forward to the 2017 mid-year Presidents meeting was the “Club 20” initiative. It was proposed that a trial be initiated with selected clubs and an operating model or models developed to test the most appropriate method of programme delivery. A range of products would be offered to improve connection, resilience and most importantly increase participation in the selected group of clubs.

To achieve this outcome, a concerted effort will be made with a small number of engaged clubs nationally to develop a successful model for the sport going forward. The “Club 20” Initiative will select several (possibly up to 20) engaged clubs, nationwide, to participate in a trial.

The key outcome sought from the trial is **increased participation in the selected clubs**. This will be supported by processes that provide:

- Improved resilience through shared strategic and succession planning
- Shared plans and understanding of structure and function to make the trial a success
- Differing products and delivery methods with the outcomes and results being assessed to determine best practice moving forward.

The “Club 20” initiative will provide a focus for SNZ, the districts and the clubs to work together in a practical way to address the identified issues. The ongoing roles of the clubs, district and national body will be more clearly defined during this process.

Club Selection Criteria

- Capability – having people with the ability and desire to engage in the trial
- Organisational structure (resilience) – the current state of the club
- Willingness and desire (connection) – a commitment to making the trial happen
- Resources – having the financial resources and time to participate in the trial
- Sustainability – the club will keep growing when the trial is finished

Not all the criteria need to be in place at the beginning of the trial they will need to be attained during it. The main selection criteria will be a commitment to the trial and the willingness and capability to achieve the outcomes.

To ensure the trial moves forward with urgency the Squash New Zealand will allocate the required resources to undertake the establishment and implementation of the Club 20 trial.

It should be the major focus of Squash New Zealand and the districts working together with the selected clubs (connection) and it may require a change of priorities and delaying of other initiatives.

Target Area	Requirements by National Office/ Districts and Clubs	Outcomes	Measures of Success	Resources – HR & \$\$
Increased Participation	Identify programs to deliver to identified target groups that are not currently engaged at club level to increase the participation at the club	New participants attracted to the game Successful programs identified Best method for delivery identified		
Improved Resilience	Adopt an effective structure / processes to support the initiative on an ongoing basis	Club capability increased		
Better connection between the club, the district and SNZ	Development of measures and assessment tools to monitor the trial outcomes	Club – total commitment to engage in the trial and identify a club leader		
Sustainability	Ensure that the gains made are process driven and not person/people dependant and will improve with time	Structure, process, delivery models and strategic planning aligned.		

Six Targeted Areas for Increasing Membership and Improving Club Capability

1. MEMBERSHIP (Modernising Membership Models)

Advice and guidance on member recruitment and retention that would include incentives and suggestions on alternative membership models and payment options.

- Membership models (types and payment options)
- Simple sign-up processes
- Welcome Packs
- Buddy System
- Relevant programmes
- Membership Recruitment Plan

2. CLUB PROGRAMMES

Assistance with setting up targeted programmes to attract new players to the club, and engagement with the regional coach to create contacts and links with the local schools and community groups

- Creating opportunities for new players (junior and senior)
- Programmes to retain existing members
- Upskilling volunteer club coaches

3. MANAGEMENT & VOLUNTEERING (Valued Volunteers)

Is your club operating on a professional basis? Guidance, support and training to help recruit, train and retain a stronger volunteer workforce for now and the sustainable future of squash at your club.

- Creating a database of critical club documents using Sport Auckland's Develop Your Legacy website
- Getting the right people in Governance
- Job Descriptions for volunteers/committee members
- Train committee members
- Rewarding volunteers

4. FACILITIES & ACCESS (Unlocking the Potential)

This area covers the physical entry access systems (iSquash), online bookings and membership management systems, online payment and maximising court usage and utilisation.

- Casual play options (Pay2Play)
- Alternative court & facility uses
- Maintaining facilities and funding improvements

5. MARKETING AND COMMUNICATION (Markets, Mediums and Messaging)

Develop a professional editable suite of promotional materials that are cost effective and flexible for clubs to use on promoting activities. Also, guidance on reaching markets, mediums and messages

- Annual Communications Plan
- Promotional material
- Social media & website
- Communication with members

6. FINANCIAL MANAGEMENT

Developing a suite of financial planning and reporting templates to ensure financial growth for the club, maximising revenue through membership fees, bar sales, sponsorship, grant funding, and other potential income sources

- Correctly pricing membership fees for a sustainable club
- Sourcing and servicing sponsors
- Budgeting and financial planning
- Creating funding application templates

Draft Memorandum of Agreement (MOA)

This document is to outline the expectations and requirements for each party to perform as a partnership in the trial programme. The main purpose of this MOA is to ensure Squash [Name]'s financial investment is utilised in the manner in which it was intended.

Squash [Name] will;

- Meet with the Club President and Administrator/Club Captain in an Initial Meeting to discuss further the survey results and identify the key areas for the club to work on
- Assess the survey results and work with the club to determine a work plan specific for that club, including providing resources and templates
- Work closely with the club to ensure the work plan is carried out by the club and organise regular meetings to see how the club is tracking to the pre-determined KPI's
- Squash [Name] will also provide financial assistance as outlined below, on the provision the club fulfils its obligations as part of the Club 20 Initiative.
 - Run XXXX free coaching modules at your club at no charge to the participants
 - Provide a Squash [Name] coach for one term of junior coaching to mentor a club coach
 - Provide a Squash [Name] coach for one Adult Starter coaching programme and to mentor a club coach
 - Financially assist with a \$XXXX promotional grant which can be used for a flyer drop, online advertising, graphic design, ad in local paper, etc.

The [Name] Squash Club will;

- Meet with Squash [Name] in an initial meeting to discuss the self-assessment survey results and identify the key areas for the club to work on
- Work with Squash [Name] to determine a work plan using resources taken from the Squash NZ website and Sport [Name] – includes developing KPI's
- Identify the key person at the club who will drive and lead the programme for the club, and have the authority to make decisions on behalf of the club committee
- Complete the tasks assigned as per the Work Plan on schedule wherever possible
- Utilise Sport [Name]'s Develop Your Legacy website, to create a cloud storage collection of important club documents
- Integrate the work plan into the normal day-to-day running of the club where possible
- Attend Sport [Name] workshops as required, and complete workshop follow-up
- Complete monthly reports to Squash [Name] as required (membership, financial, programme detail, etc.) to track the work plan
- Assist Squash [Name] to document all key learnings and best practice from implementing processes as part of the Club 20 trial, to help form a Club Manual for other Squash [Name] clubs to follow

Capability and Capacity Assessment

Name of Club	XYZ Club	
Why was this club chosen?	Management	
	Activities / Programmes	
	Participation / Membership	
	Resources / HR and \$\$	
	Marketing / Communications	
	Facilities	
	Partnerships	
	Other	
Who in the district will be responsible for co-ordinating the trial?	Name	
	Position	
	Reports to who, when and how	
	Budget	
	How much time and for how long	

Name of Club	XYZ Club	
What are the high-level goals to be achieved from the trial?	Management	
	Activities / Programmes	
	Participation / Membership	
	Resources / HR and \$\$	
	Marketing / Communications	
	Facilities	
	Partnerships	
	Other	

Proposed Next Steps

1. Districts review the overview and adapt or modify as required to suit their needs.

Note: The overview is intended as a guide only
Districts can alter the criteria as they see fit for the selection process
The draft MOA is a template and is intended as a guide only
Districts can structure an agreement in whatever manner they think will work best for their circumstances

2. Districts determine the resources they can commit to the trial.
3. Districts confirm with SNZ their level of commitment to the trial and the club selection process.
4. Districts call for expressions of interest from clubs in their district.
5. Districts evaluate the EOIs and discuss their preferred selections with SNZ.
6. Trial clubs are confirmed by 31 August 2017.
7. Partnership agreements (MOAs) are formalized between the clubs, the districts and SNZ that identify:
 - a. The commitment from all three parties – HR, Financial, other
 - b. Timeframe
 - c. Expected outcomes
 - d. Reporting requirements
8. Trial commences 1 October 2017