



SQUASH ON THE MOVE

The Squash Northland strategic plan for 2018-2021

TRY IT. PLAY IT. LOVE IT.

Squash on the Move

Squash is a high profile, modern sport of choice for Northlanders.

Younger, older, leisure player, competitor, team, individual, getting fit, before work, after work, midday, weekends ... squash courts are open across the country, rain or shine.

Squash Northland and Squash New Zealand are working together to grow the game at club, school and tertiary level throughout the region. At the heart of our plan is building and delivering development programmes and pathways for players, coaches, referees and volunteers.

The work of volunteers and support from local and central government programmes, partners and sponsors are vital to the development of our sport. Our co-ordinated branding throughout the country and the iSquash technology platform demonstrate our unique proposition and high levels of communication with players and supporters across the country.

In a world where there are more leisure time choices, our challenges are spread from encouraging more kids into squash to building world champions.

To do that Squash New Zealand has developed *Squash on the Move*, a four year strategic plan, which Squash Northland have adopted and adapted, which sets out a clear vision and priorities for developing our sport in Northland and New Zealand.

Strategy Framework

Clubs are the first building block of squash in the region. There are 193 of them across New Zealand and 11 affiliated clubs in the Northland region. Most own their own land and courts and run programmes and events suited to their communities.

As a District, we provide direct support to clubs and schools, organise interclub competitions and schedule tournaments, and adapt and deliver Squash New Zealand's development programmes for our region.

Squash New Zealand provides support to and helps co-ordinate the work of districts and clubs, runs national competitions, develops coaching, 'squash start' and high performance programmes, selects national teams and appoints national referees.

Squash on the Move has been developed by Squash New Zealand with the direct input of districts, their feedback from clubs, and the involvement of partners, governments sectors and the broader squash community. Working in a unified way gets more done for less.

Values

The values we promote in our game are:

Excellence - committed to pursuing excellence in everything we do

Innovation - finding creative and better ways to do things

Integrity - committed to being honest and transparent

Enjoyment - we do it because it is fun

Friendship - a game that builds lifelong friendships

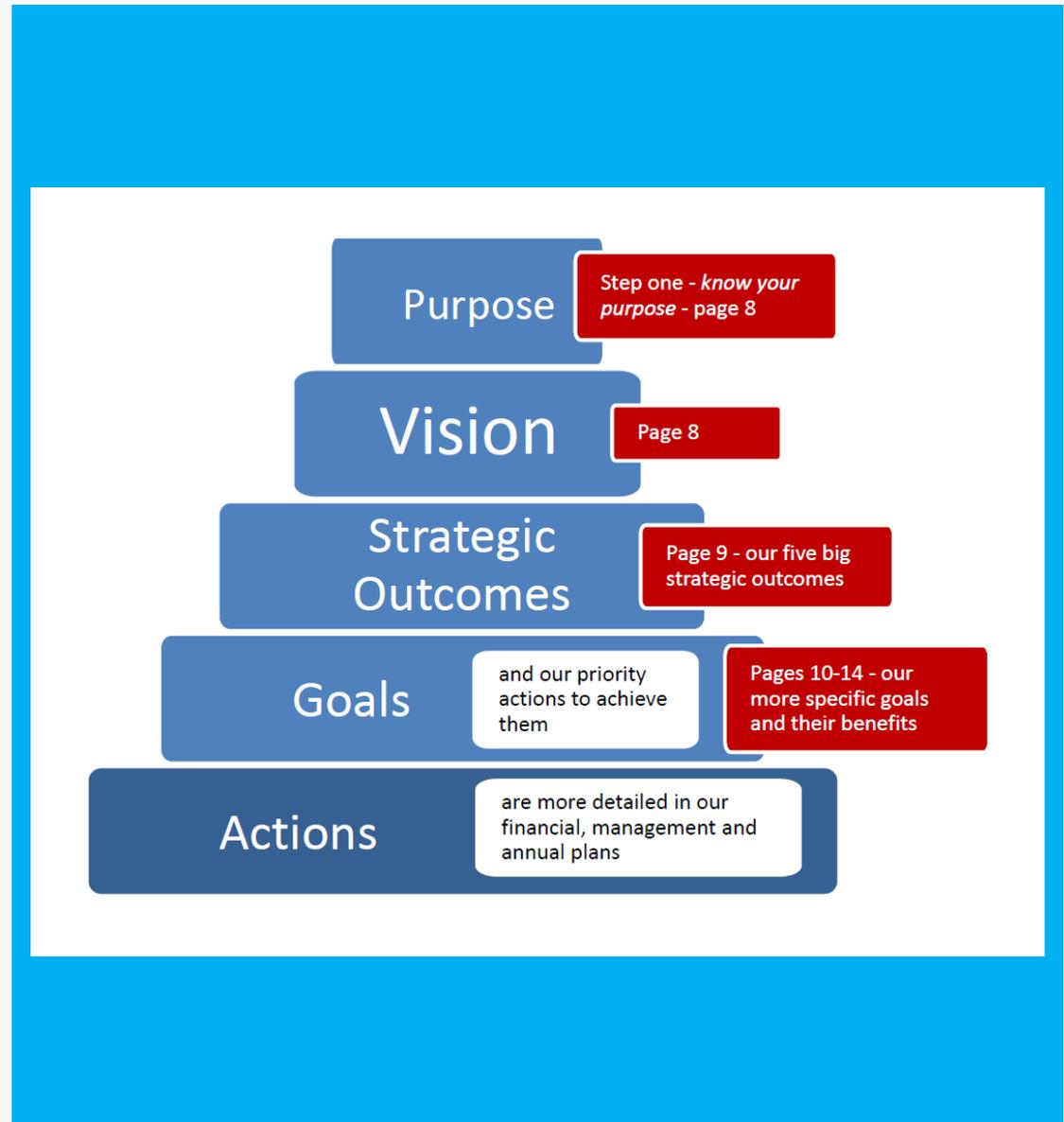
Success - inspiration for the next generation

Co-operation - working together as a team

Squash on the Move is 4-year strategic plan which will be reviewed every three years, and is intended to be comprehensive but at the same time clear and to the point ... the key elements shown in the strategy pyramid and described on the following pages are the *vision, strategic outcomes, goals and the priority actions*. We've minimised the number of management terms used to provide emphasis on what counts.

The Squash Northland committee is committed to and will focus on squash achieving these high-level strategic outcomes and goals.

Each year the Squash Northland President and team will produce an *Annual Plan* which will focus on the organisation's *actions* being taken to achieve the longer term goals. Progress will be measured annually. There's enough flexibility built in so that if the environment changes or someone has a great idea we can adapt.



The world's healthiest sport

Squash was voted by Forbes Magazine as the world's healthiest sport on a broad range of criteria ... great cardio workout, high calorie burn, muscular development and flexibility, modern and convenient.

It's easy to organise games, only one playing partner required. Play almost anytime during the week or weekends, and games are never rained off. If you like clubs and teams, those options are available too, and it is a game for life.

The challenges this plan responds to

Squash is in good shape, but the environment we operate in has changed dramatically over the last generation. Recognising some of the challenges provides a context for the goals and priorities in this plan.

- ❖ Increased competition for leisure time and dollars
- ❖ A range of district and club capabilities
- ❖ Finding different ways to grow the membership
- ❖ Some facilities are aging
- ❖ Funding challenges at all levels
- ❖ Relatively low profile in schools
- ❖ Promotion and media profile under-developed
- ❖ Geographic challenge for high performance players

These challenges are common to many sports in New Zealand.

Our purpose

Squash Northland's purpose is to lead, develop and promote squash in Northland, and to work with Squash New Zealand and clubs to deliver and grow the game at all levels.

Our vision

SQUASH – IS A HIGH PROFILE, MODERN SPORT OF CHOICE FOR NORTHLANDERS

Our vision starts with Northlanders choosing squash in their communities – in clubs, schools and recreation centres. Kids and adults, leisure and competitive players, newcomers and old hands. Trying it, playing it, loving it.

More people having fun and keeping fit playing squash in their communities is a goal in itself. And it also creates a bigger base for running events and developing talent.

Achieving our vision will involve engaging with supporters and fans and a well-connected squash community working closely with business partners, government agencies, schools and other organisations.

Five Strategic outcomes *(What do we want?)*

To make squash a high profile sport of choice for Northlanders Squash Northland will focus on these five key strategic outcomes.

Participation Growth – a significant increase in the number of people playing and participating in squash

National Success - the performance programme achieves podium success at pinnacle events

Welcoming Facilities – the squash community improves the accessibility and utilisation of spaces and places

Financial Health – the governance and management of the sport provides financial sustainability at all levels

Unified Delivery – Squash Northland and clubs are united to deliver squash regionwide

Achieving these strategic outcomes over the 2018 to 2021 life of the plan will deliver participation and competition results on court and also creates a stronger platform for future development.

With the help of clubs we've set goals and then priorities for each strategic outcome. These shared goals and priorities provide for the alignment of national and district annual implementation plans and actions, with the potential of achieving more for less.

Goals (*what does success look like?*) and **priorities** (*what are the main things to do?*)

Participation Growth

We're set to grow squash numbers – club members, school registered players, leisure players, active coaches and supporters. That's the plan. Growing our game at grassroots provides a stronger foundation with the prospect of improved sustainability.

Strategic Outcomes <i>What do we want?</i>	Goals <i>What does success look like?</i>	Priority Actions <i>What are the main things to do?</i>
<p>Participation Growth – a significant increase in the number of people playing and participating in squash</p> <p><i>Benefits - improves court utilisation, programme viability, player choices and funding at all levels</i></p>	<p>800 playing club members (60new members)</p> <p>Improve the capability and number of active coaches and volunteers</p> <p><i>(2017 737 club members)</i></p>	<p>Focus on promotional initiatives at national and local levels</p> <p>Provide coaching and development programmes for clubs and schools that focus on the needs and expectations of participants</p> <p>Connect with more members, fans and prospects</p> <p>Establish district and club growth targets</p> <p>Develop and implement membership recruitment and retention strategies</p> <p>Secure increased funding for Community Sport</p>

National Success

It is about high sporting achievement across all age groups at top regional and national events. The ultimate measure though is how we fair nationally. We've produced national champions in the past and our goal is to punch above our weight and do it again.

Strategic Outcomes <i>What do we want?</i>	Goals <i>What does success look like?</i>	Priority Actions <i>What are the main things to do?</i>
<p>Natioanal Success - the high performance programme achieves podium success at pinnacle events</p> <p><i>Benefits – promotes pride, provides inspiration for up-and-coming talent, attracts new players to the game and increases partnership opportunities</i></p>	<p>A national champion</p> <p>14 players with a top 100 national ranking</p> <p>Podium finish for Northland Men's and Women's teams at National Champs</p> <p>Podium finish for the Northland Junior Boys and Girls' teams at the Junior Nationals</p>	<p>Provide a competition framework and pathways to support Squash New Zealand's HP programme</p> <p>Support elite athletes, coaches and referees</p> <p>Provide a junior development program</p>

Welcoming Facilities

Most squash facilities are owned by clubs and run by volunteers, with only Whangarei Squash Club affording a paid club administrator. Clubs are the heart of Northland squash.

This plan recognises that clubs are different and offer a range of choices to their members and newcomers, but at the same time tackles a challenge head on ... how can we best utilise resources to improve club facilities and programmes nationwide? Helping clubs is an important part of the equation.

Strategic Outcomes <i>What do we want?</i>	Goals <i>What does success look like?</i>	Priority Actions <i>What are the main things to do?</i>
<p>Welcoming Facilities – the squash community improves the quality, accessibility and utilisation of spaces and places</p> <p><i>Benefits – larger numbers of people will be attracted to squash and stay in the game</i></p>	<p>Improved facilities and court utilisation</p> <p>Improved accessibility</p> <p>Improved programmes</p>	<p>Develop a regional facilities strategy that aligns with the Sport Northland Facility Strategy and Squash New Zealand’s National Facilities Strategy.</p> <p>Maintain facilities database and identify development opportunities</p> <p>Develop successful induction and playing programmes for new players</p> <p>Assist clubs with new member management</p> <p>Investigate future options</p>

Financial Health

Sports codes throughout the Northland region benefit from the great efforts of dedicated volunteers at all levels – regional boards, club committees, event organisers, coaches and more. Squash is no different, volunteers make an amazing contribution to our sport. Our financial health goals focus on ‘business’ improvements at all levels so that we have more funds to develop facilities and deliver programmes which grow our sport.

Strategic Outcomes <i>What do we want?</i>	Goals <i>What does success look like?</i>	Priorities Actions <i>What are the main things to do?</i>
<p>Financial Health – the sport is financially sustainability and commercially successful at all levels</p> <p><i>Benefits – provides a platform and the financial resource for squash facility and programme developments</i></p>	<p>Squash Northland and clubs all having sound governance, management and financial systems in place</p> <p>Squash Northland and clubs all run in the black and can afford to invest in new initiatives</p>	<p>Promote and where possible provide governance, financial and operational management training</p> <p>Share key financial data so that the sport has a stronger information base to inform strategy</p> <p>Build strong relationships with funding organisations and supporting partners at all levels</p> <p>Develop commercial partnerships</p>

Unified delivery

This plan provides the opportunity for long-term district strategies and also annual plans to be aligned nationwide. Working in a unified way on projects, with aligned actions and annual reviews, will help us achieve our vision of squash growing at grassroots and going for gold.

Strategic Outcomes <i>What do we want?</i>	Goals <i>What does success look like?</i>	Priority Actions <i>What are the main things to do?</i>
<p>Unified Delivery – SNZ, districts and clubs are united to deliver squash nationwide</p> <p><i>Benefits – uses limited resources more effectively and provides opportunity for greater productivity and satisfaction</i></p>	<p>Squash Northland have aligned strategic and annual plans with Squash New Zealand</p> <p>Squash Northland and clubs are working well together at an operational level</p>	<p>Continuously improve MoAs between SNZ and all districts</p> <p>Support good club governance and funding</p> <p>Clearly communicate the strategic plan to clubs</p> <p>Clubs use iSquash to simplify administration, ease operations, support more playing options, capture programme activity and provide data</p>

Marking our game

Our system of marking the next game in interclub and tournaments is quite unique to our sport.

No surprises then that *Marking our Game* is an important part of our strategic plan. *Marking our Game* is the annual measurement and review system we use to measure the effectiveness and outcomes of our actions. We'll use hard data and also qualitative assessments to evaluate performance, market changes and effectiveness of strategies.

Marking our Game will happen at Committee level to track progress towards achieving both the strategic outcomes and goals outlined in this plan and the more detailed targets which will be in our annual plans.

The purpose of our evaluations is to ensure we are doing the best we can to achieve our vision of squash being a high profile, modern sport of choice for Northlanders.

About Squash Northland

Squash Northland is an incorporated society and one of 11 regional District Associations throughout New Zealand.

The Squash Northland Committee has 5 members, typically elected annually for identified positions. The committee is led by the District President, is responsible for the production of this plan and will focus on achieving the vision, strategic outcomes and goals it articulates.

There are 11 affiliated clubs, 737 playing club members and many more social players. Squash is a sport for all seasons for many Northlanders.

For latest information, personnel and contact details please visit www.squashnorthland.co.nz