



STRATEGIC PLAN

2006 – 2009

(Revised November 2006)



Australian Government

Australian Sports Commission



**AUSTRALIAN
INSTITUTE OF SPORT**

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Pre-Plan Position

Squash Australia Ltd is a company limited by guarantee that was first registered on 29 January 1996. It was previously the Australian Squash Rackets Association (founded in 1934) which was a founder member of the International Squash Rackets Federation (1976) now the World Squash Federation (WSF).

The role of Squash Australia is to:

- Function as the central authority in and for the Commonwealth of Australia in all matters connected with the organisation and playing of the game of squash;
- Coordinate, develop, control and promote the game of squash through the development and implementation of national policies and plans that are accepted by government, Squash Australia's Members and the community;
- Encourage, facilitate and develop strategies to increase opportunities to play and participate in the game of squash by all members of the community;
- Encourage, facilitate and develop cooperation between organisations and persons associated with the game of squash, including but not limited to players, venue operators, administrators, coaches and referees; and
- Encourage facilitate and assist in all matters concerning the development of technical skills and proficiency in all aspects of managing and playing the game of squash including but not limited to coaching, venue operation and administration.

The sport of Squash has always been a popular social and competitive sport in Australia, which is enjoyed by all ages and both genders. The sport is supported at National, State and local levels by well organised tournaments and effective coaching and athlete pathways.

Australia has achieved the highest status in international competition in individual, pairs and teams events.

Scope of the Plan

The Squash Australia Strategic Plan covers the period 2006 to 2009. It sets the operational requirements and the direction for the sport of Squash in Australia during that period. It details the broad framework and strategies required to be achieved that will assist Squash Australia to meet its internal and external obligations.

This Plan continues to build upon previous plans developed in accordance with the Australian Sports Commission's mission to enrich the lives of all Australians through sport.

The Strategic Plan is a statement of Squash Australia's mission, vision, values, goals and strategies. The key functions of the Plan are to:

- communicate Squash Australia's priorities and directions to its stakeholders and note the strategies for meeting these;
- set key result areas that link to the mission and vision;
- identify and confirm those aspects that the sport has identified requiring special attention to ensure continued success; and
- provide guidance for management and staff conducting operational planning activities including the following:
 - allocating resources;
 - setting priorities;
 - reporting processes;
 - maintaining accountability; and
 - monitoring performance.

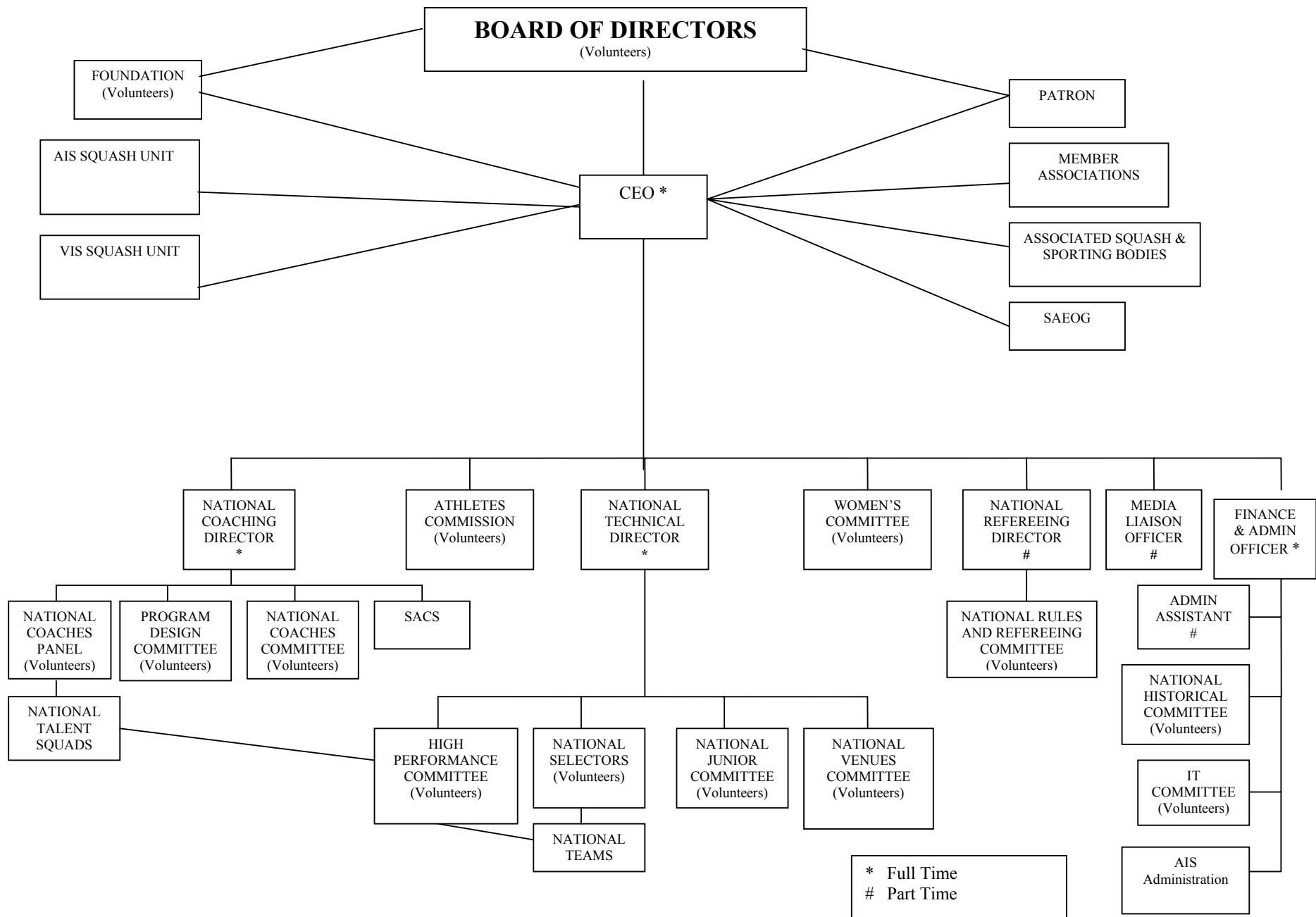
Key Result Areas

The Plan is presented under the following Key Result Areas (KRA):

- a. **Key Result Area 1.** Governance, Management and Commercial Interests
- b. **Key Result Area 2.** Elite Development
- c. **Key Result Area 3.** Facilities, Competitions and Tournaments
- d. **Key Result Area 4.** Development and Participation

Staffing Structure

The staffing structure outlined on the following two pages provides an indication of the paid, part-time and voluntary, positions within Squash who are responsible for the coordination and delivery of Squash's annual operational plan.



SQUASH AUSTRALIA MEMBERS AND PERSONNEL

Members

Australian Capital Territory Squash Rackets Association (Inc)	New South Wales Squash Ltd
Queensland Squash Association	Squash NT (Inc)
Squash Rackets Association of South Australia (Inc)	Squash Rackets Association of Western
Tasmanian Squash Rackets Association (Inc)	Australia (Inc)
Victorian Squash Federation (Inc)	

Associate Members

Australian Deaf Squash Association, Australian Gay and Lesbian Squash Association, Australian Squash Rackets Referees Association

Squash Australia Board

President	John Holland (WSF, ACGA and AOC Delegate)
Vice President (Female)	Sarah Fitz-Gerald
Vice President (Male)	Richard Best
Directors:	Steve Derbyshire, Carol Kawaljenko (Oceania Squash Federation Delegate)

Squash Australia Staff

Chief Executive Officer	Norman Fry
Finance and Administration Manager	Bridget Harris
Media Liaison Officer	Andrew Dent
National Coaching Director	Jeff Wollstein
National Competitions Manager	Greg Hutchings
National Refereeing Director	John Small

Committees

High Performance	Byron Davis (Chairman), Barbara de Bruine, Roger Flynn, Dean Landy
National Coaching Committee	Jeff Wollstein (Chairman), Mike Cornish, Geoff Davenport, Byron Davis, Barbara de Bruine, Grant Gough
National Junior Committee	Glenn Reece (Chairman) Susan Cowell, Noel Forster, Karen Morrissey, Des Panizza
Rules and Refereeing	John Small (Chairman), Chris Sinclair, Damien Green, Neil Butler
Selectors - Men	Byron Davis, Roger Flynn, Geoff Davenport
Selectors – Women	Dawn Moggach, Kaye Reeves, Karen Morrissey
Women’s Committee	Sandie Davis, Kaye Reeves, Vicki Cardwell, Kirsty Groves
National Historical Committee	Owen Parmenter (Chairman), Geoffrey Biggers, John Cameron, Dick Carter, Jeffrey Wollstein
Website Committee	Ray Strachan, Norman Fry, Bridget Harris, Jeff Wollstein
National Awards Dinner Committee	Bob Finch (Chairman), Bridget Harris, Norman Fry
National Coaches Panel	John Arcidiacono, Richard Cagliarini, Mike Cornish, Geoff Davenport, Roger Flynn, Noel Forster, Kelly Fowler, Grant Gough, Glenn Reece, Barabara de Bruine, Terry White, Jeffrey Wollstein
National Venues Committee	Ian Kent (Chairman), Kane Fasolo, Ian Aitken, Gavin Rowan
Athletes Commission	Anthony Ricketts (Chairman), David Palmer, Melissa Martin, Tim Manning, Daniel Jenson

Internal and External Analysis

Strengths

- Unique program in developing elite athletes for the World professional circuit (AIS Squash Program and supporting underpinning programs).
- Highly respected coaching staff with vast experience of the World professional circuit (AIS Coaches, State High Performance Coaches and National Coaching Panel)
- Highly respected referees with extensive experience on the World professional circuit and with the World Squash Federation
- Strong volunteer support
- Quality sport development programs (see Regulations)
- Effective policies, procedures and regulations (see Regulations and Policy Manual)
- Vibrant international and national competition programs
- Excellent high performance results internationally (World Championships, World Games, and Commonwealth Games)
- Well defined Athlete and Coaches Pathways (see Regulation 14)

Weaknesses

- Not having a state based elite athlete underpinning program in every state
- Insufficient funding to provide best support on the world circuit
- Lack of quality junior athletes, particularly female athletes
- Lack of glass/perspex courts and doubles courts (international standards)
- Lack of provision of sports science and sports medicine to athletes not in the AIS program (particularly at state level)
- Control over state associations
- Volunteers delivering national programs
- Small number of revenue streams

Opportunities

- Develop and increase the participation base of non-registered players
- Conduct International and World tournaments
- Improve access to target groups such as Indigenous and people with a disability
- Introduce advances in information and communication technologies

Threats

- Loss of Government and/or ACGA funding
- Retention of Squash Centres
- Anti-Doping Issues
- Child Protection Issues
- Declining support for community clubs
- Loss of Squash Expertise (employed and voluntary)

Major Challenges

- Establish State quality high performance underpinning programs to the AIS
- Providing a quality education systems for coaches and referees
- Access to high quality junior athletes
- Securing a major sponsor
- Introduce a "Unitary" model for Australian Squash
- Increased Revenue Streams

Risk Assessment

Squash Australia has undertaken a full and detailed Risk Assessment and developed a Risk Management Policy (see Regulation 44) on Squash Australia website (www.squash.org.au) under Administration. The assessment was conducted to assist in the formulation of strategy.

As a result of the assessment a Risk Action Plan has been developed with the following specific risks and strategies regarding KRA's.

KRA 1: Governance, Management and Commercial Interests – Risk Management

Identified Risks for KRA 1

1. Federal Government withdraws funding
2. Nominated in legal action
3. Failure to notify government departments (eg. ASIC annual return)
4. Squash Australia not being covered by a legal policy or procedure.
5. Misconduct by a member of staff or a Contractor.
6. Misappropriation of funds.
7. Staff disclose confidential player information.
8. Loss of Principal Sponsor (ASC).
9. Major expenditure item omitted from budget.
10. Loss of records through HD failure.
11. NSO Office fire.

Risk Management Strategies for KRA 1

1. Seek alternate funding. Maintain high sport profile.
2. Continuous review of Regulations and Policies.
3. FAO to follow guidelines set out in Regulations.
4. Continuous review Regulations and Policies.
5. Write into all contracts.
6. Monthly Audit by FAO. Checked by CEO and Board.
7. Staff training on Privacy Regulation.
8. Comply with all agreements. Provide returns in a timely manner.
9. Review Budget policy. Monthly audits and reports.
10. Staff conduct daily backup.
11. Ensure insurance cover is current.

KRA 2: Elite Development – Risk Management

Identified Risks for KRA 1

1. Drug abuse.
2. National Team/Squad selection appeals (athletes, coaches, managers).
3. National rankings appeals.
4. Injury to National Team member/s while overseas.
5. Misconduct by National Team/Squad member.
6. Misconduct by staff member (eg. coach)

Risk Management Strategies for KRA

1. ASADA Checks. Athlete briefings. Regulation 3.
2. Maintain Selection Regulations. Early notice.
3. Maintain Ranking Regulations. Early notice.
4. Policy advised to selected personnel. Waivers in agreements. Travel insurance provided.
5. Ensure member signs agreement regarding discipline.
6. Educate staff. Police checks. Agreements signed.

KRA 3: Facilities, Competitions and Tournaments – Risk Management

Identified Risks for KRA 1

1. Mismanagement of national event.
2. Members exposed to liability risk when participating in Squash Australia sanctioned events.
3. Unstructured calendar reduces viability of some events.

Risk Management Strategies for KRA

1. Agreements signed prior to event with organisers. Provide Regulations to cover all National events.
2. Ensure provision of suitable insurance cover.
3. Produce a National calendar of events.

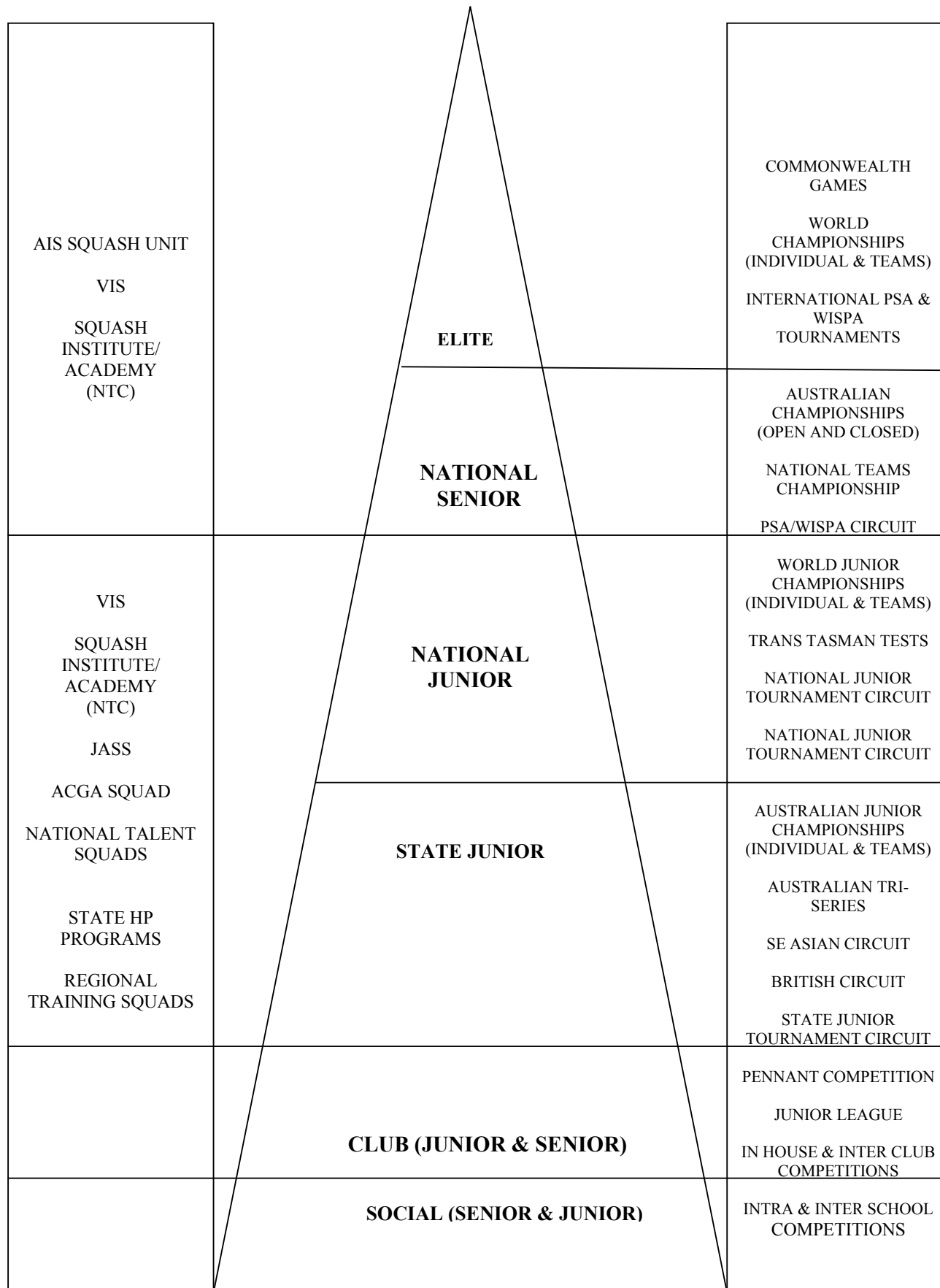
KRA 4: Development and Participation – Risk Management

Identified Risks for KRA 1**Risk Management Strategies for KRA**

- | | |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 1. Inability of Members to agree on implementation for national strategies or initiatives. | 1. Review strategies as part of annual National workshop. |
| 2. Failure to deliver effective and efficient coaching and refereeing. | 2. NSO to provide support. |
| 3. Development heavily reliant upon volunteers and part time personnel. | 3. Review and introduce strategies to generate increased funding to support paid staff. |

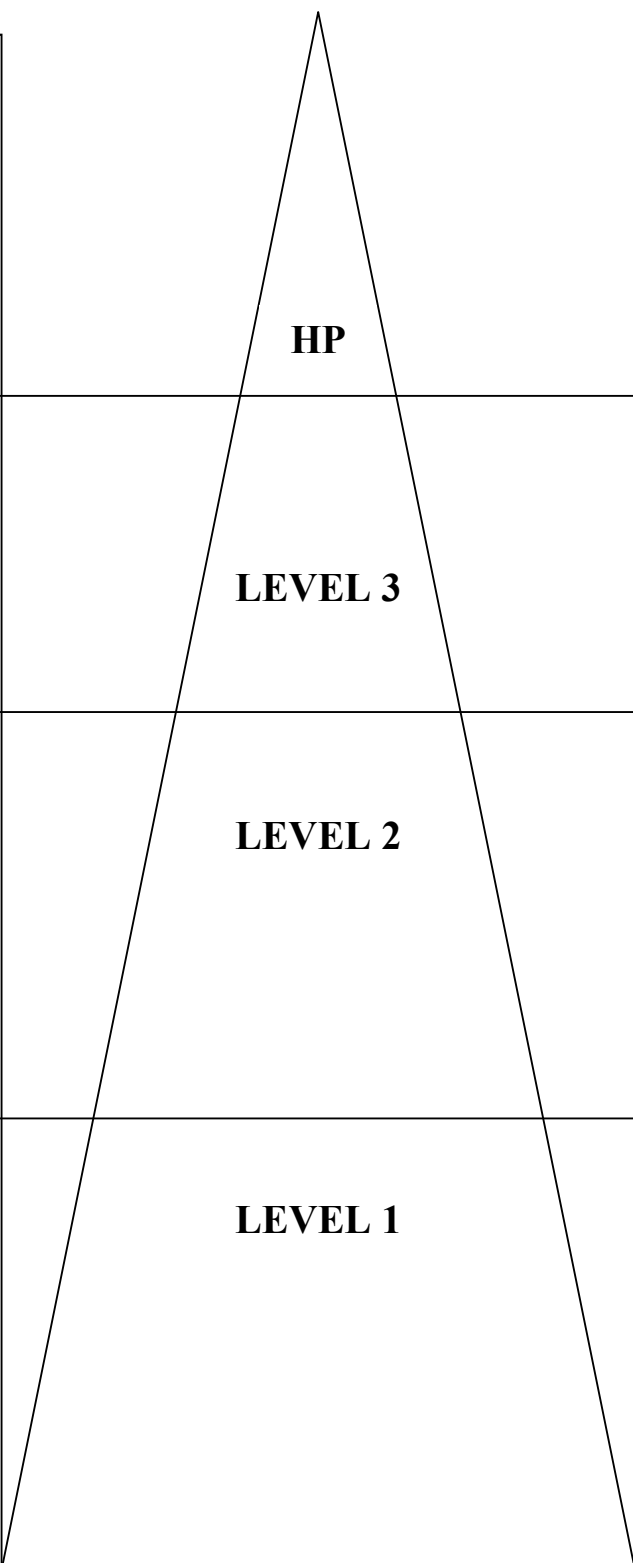
Squash Athlete Pathway – As per Regulation 14 High Performance Plan (see www.squash.org.au)

ELITE ATHLETE PATHWAY



Squash Coaches Pathway– As per Regulation 14 High Performance Plan (see www.squash.org.au)

HIGH PERFORMANCE COACH PATHWAY

<p>PROGRAM AND ACTIVITIES Coaches working directly in HP programs at club, regional, state (institute/academy), national and international levels Coach Panel</p>	 <p>HP</p>	<p>EDUCATION COMPONENT</p> <p>Undergo an individualised practical training program</p> <p>National coaching workshops and conferences</p>
<p>Coaches working directly in HP programs at club, regional, state (institute/academy), national and international levels Coach Panel</p>	<p>LEVEL 3</p>	<p>Attend Level 3 Course (100 hours on course)</p> <p>Up to 200 hours post course practical coaching assessment (supervision via a mentoring program)</p> <p>National coaching workshops and conferences</p>
<p>Coaches working directly in HP programs at club, regional, state (institute/academy)</p>	<p>LEVEL 2</p>	<p>Attend Level 2 Course and elect to undergo talent development stream (36 hours on course)</p> <p>Up to 90 hours post course practical coaching assessment (supervision via a mentoring program)</p> <p>National, state and regional coaching workshops and conferences</p>
<p>Coaches working directly in HP programs at club, regional, state (institute/academy)</p>	<p>LEVEL 1</p>	<p>Attend Level 1 Course and elect to undergo talent development stream (16 hours on course)</p> <p>Up to 24 hours post course practical coaching assessment (supervised and unsupervised determined by Course Assessor)</p> <p>National, state, and regional coaching workshops and conferences</p>

Review of 2005 Operation Plan

Squash Australia was very effective in 2005 achieving the majority of the objectives set out in the Operational Plan.

There was an increase in the number of coaches and referees under both respective accreditation programs. 2005 also saw an increase in the number of participants in the national tournaments.

Major achievements were the outstanding success of the Australian squash team defeating England in a series of three Doubles tests. Australian athletes achieved the number three and four ranking in the Women's (Rachael Grinham and Natalie Grinham respectively) and number two and three in the Men's (David Palmer and Anthony Ricketts respectively). Ricketts also won the 2005 British Open. The Men's team did not perform to expectation at the World Teams Championship coming 5th (Palmer not available). The Junior women also did not reach expectations reaching eighth place at the Junior World Championships (top three juniors injured after selection made).

Squash Australia completed the year with a financial loss of \$62,084.00 after planning for a \$60,525.20 deficit. The financial position of the organisation is still sound, as detailed in the 2005 Audit Report.

Financial Summary of Previous Year

Income	Budget	Actual
Sale of Merchandise	4,000.00	8,572.00
Affiliation Fees	109,273.00	109,273.00
Interest	2,000.00	7,718.00
Grants	656,044.00	698,242.00
Sundry Income	5,930.00	22,566.00
Sponsorship	10,000.00	30,862.00
Coaching Courses	9,500.00	10,366.00
Total	796,747.00	887,599.00
Expenses		
Development Initiatives	208,150.00	239,094.00
Management	277,995.00	283,608.00
Competitions	79,850.00	108,574.00
High Performance	287,500.00	225,629.00
Referees/Officials	23,000.00	42,501.00
Coaching	53,650.00	50,077.00
Total	930,145.00	949,683.00
Deficit	133,398.00	62,084.00

2005 Results

KRA 1 – GOVERNANCE, MANAGEMENT AND COMMERCIAL INTERESTS			
Category	Key Performance Indicator	Result	
1.1	Governance	Board Review of Governance Review	Achieved
2.2	Operations	Review of Associations Memorandum of Understanding	Achieved
3.2	Financial	Produce Financial Plan and Budget Policy	Achieved
3.3	Operations	Produce a Risk Management Plan and Policy	Achieved
4.1	Operations	Produce a Public relations Plan and Policy	Achieved
5.1	Operations	Produce a National player data base	50% achieved
5.2	Operations	Implement a National Rating system	On Target
KRA 2 – ELITE DEVELOPMENT			
Category	Key Performance Indicator	Result	
1.1	AIS Athletes	AIS athletes improve their World rankings	90% Achieved
1.2	National Teams Senior	Men's team to finish in top two at World Championship	Not Achieved
1.2	National Teams Junior	Junior Women's team to finish in top three at World Championship	Not Achieved
1.3	Operations	Introduce high performance underpinning programs into WA and QLD	Achieved in WA
1.4	National Teams	Select four national talent squads	Achieved
1.5	Operations	Implement points ranking system	On Going
KRA 3 – FACILITIES, COMPETITIONS AND TOURNAMENTS			
Category	Key Performance Indicator	Result	
1.2	Facilities	Establish a database of Sports Centres with squash Courts	Achieved
2.1	Tournaments	Conduct two national junior tournaments and three senior tournaments. Ensure that eight State tournaments are conducted.	Achieved
2.2	Tournaments	Produce a plan for the conduct of a low level WISPA/PSA circuit	Achieved
2.2	Tournament	Produce a plan for the introduction of a Country Teams Championship	Achieved
3.1	Tournaments	Produce a calendar of events	Achieved
KRA 4 – DEVELOPMENT AND PARTICIPATION			
Category	Key Performance Indicator	Result	
2.1	Coaches	Review the Coach accreditation and registration system	Achieved
2.1	Coaches	Conduct a national workshop for State Coaching Directors	Achieved
2.1	Coaches	Conduct a Level 2 and Level 3 course	Achieved
2.1	Coaches	Conduct a Level 2 Assessors course	Achieved
2.1	Coaches	Increase coach registrations to 450	Achieved
3.1	Referees	Increase accredited referees to 185	Not Achieved
3.1	Referees	Achieve two international referees	Achieved
3.1	Referees	Achieve 17 National level referees	Achieved
3.2	Referees	Develop rules/refereeing material for HP athletes	Achieved
3.3	Referees	Develop Doubles referee training programs	Achieved

Vision

The Squash Australia Vision is that:

- Squash will be a flourishing participant sport for people of all ages from all sectors of the Australian community;
- Squash will be a high profile sport in Australia, receiving extensive media coverage and maintaining a high level of community awareness;
- Squash facilities will be attractive, enticing, professionally operated and managed, and be financially viable;
- Australia will dominate squash internationally in terms of playing performance;
- Squash will be effectively administered throughout Australia under the leadership of a financially strong national body (Squash Australia); and
- Squash will be played in all major international (multi-sport) games.

MISSION STATEMENT

To provide innovative leadership and direction for the growth and development of Squash in Australia.

Long Term Objectives

Squash Aims to advance the sport in Australia by achieving the following long-term objectives:

- To ensure Squash strives for effective management to provide a sustainable organisation;
- To foster the success of Australian athletes at an international level;
- To grow the participation and interest in Squash through a range of strong development programs, that are agreed to and implemented in partnership with the members; and
- To provide a vibrant international and domestic competition program.

Key Stake Holders

Australian Sports Commission Squash Australia Board World Squash Federation Commercial Partners Media Employees Communities and Schools Facility Developers Sponsors Venue operators	Commonwealth Games Association Australian Institute of Sport State Institutes and Academies of Sport AIS Squash Athletes Elite Athletes Elite Coaches Members and Associate Members (States/Territories) Referees Sporting goods suppliers Volunteers and supporters
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Values

In our relationship and dealings with our stakeholders and each other, we will:

- be open and transparent;
- communicate effectively;
- accept responsibility for decisions and actions;
- be responsive to their needs;
- endeavour to reach a common understanding through consultation;
- strive for excellence, effectiveness and efficiency to maximise our performance;
- be cooperative and operate as a team;
- strive for continuous improvement; and
- value the well being and diversity of all our players.

KEY RESULT AREA 1: GOVERNANCE, MANAGEMENT AND COMMERCIAL INTERESTS 2006-2009

Goals, Strategies and Performance Indicators

Goal		Strategy	
1	To provide clearly defined governance procedures leading to efficient management and confidence among our stakeholders.	1.1	Review Squash Australia's governance structure and systems to effectively and efficiently achieve the mission and objectives of the sport of Squash in Australia.
2	To provide strong and effective leadership and direction leading to national unity.	2.1 2.2	Develop Regulations and maintain written Policies and Procedures Maintain the Memorandum of Understanding between Squash Australia and the Members
3	To ensure that Squash Australia is financially secure with a sustainable income stream.	3.1 3.2 3.3	Develop a long term policy identifying commercial interests or sponsorships to produce a sustainable income stream. Maintain an Operational Plan and Budget Policy designed to improve Squash Australia's financial security with a clearly established planning and funding cycle. Maintain and review a Risk Management Plan and Policy
4	Squash to have an improved public image.	4.1 4.2 4.3 4.4	Develop a plan for the more effective marketing and promotion of Squash Australia. Research and publish an Australian Squash History Maintain an Australian Squash Hall of Fame Introduce new Associate Members
5	Squash to have an effective and efficient national communication system for stakeholders.	5.1	Develop an Information Technology Plan to enable Squash Australia and its Members to take full advantage of IT opportunities.

PERFORMANCE INDICATORS

	2006	2007	2008	2009
1.1	<p>PI 1.1.1 Implement any new Board approved governance systems as a result of the 2005 review by the 1 December.</p> <p>PI 1.1.2 Investigate the feasibility of introducing the "Unitary" model into Squash Australia. Brief to Board by the 17 November.</p> <p>PI 1.1.3 Review the Squash Australia organisational structure with a view to raising a full time Technical Director. Brief to Board by the 17 November.</p> <p>PI 1.1.4 Review the introduction of an Athlete's Commission into the Squash Australia organisational structure. Brief to</p>	<p>PI 1.1.5 Strategic Plan workshop to be conducted in March to review current plan and next five years.</p> <p>PI 1.1.6 Based on results of initial investigation and Board direction continue research and implementation of "Unitary" model.</p> <p>PI 1.1.7 Implement results of organisational review as approved by Board.</p>	<p>PI 1.1.8 CEO to review current governance structure and systems and provide recommendations to the Board by 7 October.</p> <p>PI 1.1.9 Based on results of investigation and Board direction continue towards implementation of "Unitary" model.</p>	<p>PI 1.1.10 Implement any new Board approved governance systems as a result of the 2008 review by 1 July.</p> <p>PI 1.1.11 Continue towards implementation of "Unitary" model.</p>

	2006	2007	2008	2009
	Board by the 17 November.			
2.1	PI 2.1.1 Implement amended and new Regulations, policies and Procedures as approved by the Board from the 2005 review by the 29 December.	PI 2.1.2 CEO to review the Policies and Procedures Manual and make recommendations for Board Approval by 1 July. PI 2.1.3 CEO to review all Regulations and provide recommendations to the Board by 7 October.	PI 2.1.4 Implement amended and new Regulations, policies and Procedures as approved by the Board from the 2007 review by the end of January.	PI 2.1.5 CEO to review the Policies and Procedures Manual and make recommendations for Board Approval by 1 July. PI 2.1.6 CEO to review all Regulations and provide recommendations to the Board by 7 October.
2.2	PI 2.2.1 CEO in liaison with Members to monitor and review Memorandum of Understanding by the second Friday in December.	PI 2.2.2 CEO in liaison with Members to monitor and review Memorandum of Understanding by the second Friday in December.	PI 2.2.3 CEO in liaison with Members to monitor and review Memorandum of Understanding by the second Friday in December.	PI 2.2.4 CEO in liaison with Members to monitor and review Memorandum of Understanding by the second Friday in December.
3.1	PI 3.1.1 CEO to review commercial interests and sponsorships and provide recommendations to the Board by 7 October.	PI 3.1.2 CEO to review commercial interests and sponsorships and provide recommendations to the Board by 7 October.	PI 3.1.3 CEO to review commercial interests and sponsorships and provide recommendations to the Board by 7 October.	PI 3.1.4 CEO to review commercial interests and sponsorships and provide recommendations to the Board by 7 October.
3.2	PI 3.2.1 CEO to produce a Financial Plan and Annual budget to the Board for approval by the third Friday in November. PI 3.2.2 Budget for following year to be distributed and implemented by first Friday in December	PI 3.2.3 CEO to produce a Financial Plan and Annual budget to the Board for approval by the third Friday in November. PI 3.2.4 Budget for following year to be distributed and implemented by first Friday in December.	PI 3.2.5 CEO to produce a Financial Plan and Annual budget to the Board for approval by the third Friday in November. PI 3.2.6 Budget for following year to be distributed and implemented by first Friday in December.	PI 3.2.7 CEO to produce a Financial Plan and Annual budget to the Board for approval by the third Friday in November. PI 3.2.8 Budget for following year to be distributed and implemented by first Friday in December.
3.3	PI 3.3.1 Board to review the Risk Register and Action Plan by third Friday in November. PI 3.3.2 Risk Management advice to be distributed and implemented by the first Friday in December.	PI 3.3.3 Board to review the Risk Register and Action Plan by third Friday in November. PI 3.3.4 Risk Management advice to be distributed and implemented by the first Friday in December.	PI 3.3.5 Board to review the Risk Register and Action Plan by third Friday in November. PI 3.3.6 Risk Management advice to be distributed and implemented by the first Friday in December.	PI 3.3.7 Board to review the Risk Register and Action Plan by third Friday in November. PI 3.3.8 Risk Management advice to be distributed and implemented by the first Friday in December.
4.1	PI 4.1.1 The Media Liaison Officer in liaison with the CEO to review Regulation 43 - Public Affairs Plan and submit to the Board for approval by the first Friday September PI 4.1.2 Promotional and Public Affairs	PI 4.1.4 The Media Liaison Officer in liaison with the CEO to review Regulation 43 - Public Affairs Plan and submit to the Board for approval by the first Friday September PI 4.1.5 Promotional and Public Affairs	PI 4.1.7 The Media Liaison Officer in liaison with the CEO to review Regulation 43 - Public Affairs Plan and submit to the Board for approval by the first Friday September PI 4.1.8 Promotional and Public Affairs	PI 4.1.10 The Media Liaison Officer in liaison with the CEO to review Regulation 43 - Public Affairs Plan and submit to the Board for approval by the first Friday September PI 4.1.11 Promotional and Public Affairs

	2006	2007	2008	2009
	Plan for the following year to be published by the third Friday December PI 4.1.3 Develop documentation by December for the establishment of a Foundation in 2007.	Plan for the following year to be published by the third Friday in December PI 4.1.6 Establish Foundation by March	Plan for the following year to be published by the third Friday December PI 4.1.9 Raise Foundation funds to level of \$20,000 by December	Plan for the following year to be published by the third Friday in December PI 4.1.12 Raise Foundation funds to level of \$50,000 by December
4.2	PI 4.2.1 Complete research for History and present brief to Board by November.	PI 4.2.2 Complete first draft by March. PI 4.2.3 Australian Squash History book publisher's draft by September. PI 4.2.4 Draft to publisher by December.		
4.3	PI 4.3.1 Conduct Hall of Fame induction dinner in March/April	PI 4.3.2 Conduct Hall of Fame induction dinner in March/April	PI 4.3.3 Conduct Hall of Fame induction dinner in March/April	PI 4.3.4 Conduct Hall of Fame induction dinner in March/April
4.4	PI 4.4.1 Introduce at least two new squash Associations that operate at national level (eg. PSCAA and the Australian Masters) by December			
5.1	PI 5.1.1 IT Committee to review status of the Matrix system and provide recommendations to the Board by the third Friday in November. PI 5.1.2 NCM to review competition software and provide recommendation to CEO.	PI 5.1.3 Introduce new software as approved from 2006 considerations.		PI 5.1.4 IT Committee to review status of the Matrix system and provide recommendations to the Board by the third Friday in November.

KEY RESULT AREA 2: ELITE DEVELOPMENT 2006-2009

Goals, Strategies and Performance Indicators

Goal	Strategy
1	<p>Increase and maintain a high level of international success for Australian players and teams.</p>
	<p>1.1 Provide support to the AIS Squash program as the pinnacle of our elite development by:</p> <ul style="list-style-type: none"> a. providing direction, management and administrative support; b. fostering and supporting underpinning programs to the AIS program; c. provision and promotion of elite pathways; d. providing assistance in the areas of coaching, sports science, sports medicine, finance and career guidance.
	<p>1.2 The High Performance Manager assisted by the High Performance Committee to oversee the elite development program and provide recommendations to the CEO.</p>
	<p>1.3 Facilitate the development of underpinning programs in each State/Territory where required</p>
	<p>1.4 Provide support to non AIS elite senior players directly or through an underpinning program.</p>
	<p>1.5 Develop a points ranking system for use as performance indicators</p>
	<p>1.6 Adopt, implement and enforce anti-doping policies, rules and programs that conform to and comply with the ASC's anti-doping core provisions.</p>

PERFORMANCE INDICATORS

	2006	2007	2008	2009
1.1	<p>PI 1.1.1 AIS players improve World ranking, and/ or if in top 10 maintain their position, towards personal goals.</p>	<p>PI 1.1.2 AIS players improve World ranking, and/ or if in top 10 maintain their position, towards personal goals.</p>	<p>PI 1.1.3 AIS players improve World ranking, and/ or if in top 10 maintain their position, towards personal goals.</p>	<p>PI 1.1.4 AIS players improve World ranking, and/ or if in top 10 maintain their position, towards personal goals.</p>
1.2	<p>PI 1.2.1 Australian Women's team to finish in the top six at World Championship.</p> <p>PI 1.2.2 Australian Junior Men's team to finish in the top six at the World Teams Championship.</p> <p>PI 1.2.3 Maintain/Increase the number of players in the World top 10, 20 and 50 as at July (PSA and WISPA rankings to be the bench mark).</p> <p>PI 1.2.4 Maintain/Improve finishing</p>	<p>PI 1.2.6 Australian Junior Women's team to finish in the top six at the World Teams Championship.</p> <p>PI 1.2.7 Australian Men's team to finish in the top three at World Championship.</p> <p>PI 1.2.8 Maintain/Increase the number of players in the World top 10, 20 and 50 as at July (PSA and WISPA rankings to be the bench mark).</p> <p>PI 1.2.9 Maintain/Improve finishing positions in World Junior Championships</p>	<p>PI 1.2.12 Australian Women's team to finish in the top five at World Championship.</p> <p>PI 1.2.13 Australian Junior Men's team to finish in the top six at the World Teams Championship.</p> <p>PI 1.2.14 Maintain/Increase the number of players in the World top 10, 20 and 50 as at July (PSA and WISPA rankings to be the bench mark).</p> <p>PI 1.2.15 Maintain/Improve finishing positions in World Junior Championships</p>	<p>PI 1.2.18 Australian Junior Women's team to finish in the top six at the World Teams Championship.</p> <p>PI 1.2.19 Australian Men's team to finish in the top three at World Championship.</p> <p>PI 1.2.20 Maintain/Increase the number of players in the World top 10, 20 and 50 as at July (PSA and WISPA rankings to be the bench mark).</p> <p>PI 1.2.21 Maintain/Improve finishing positions in World Junior Championships</p>

	2006	2007	2008	2009
	<p>positions in World Junior Championships in top 8, 16 and 32 compared to 2004 result.</p> <p>PI 1.2.5 Junior men's team to win Trans Tasman test series.</p>	<p>in top 8, 16 and 32 compared to 2005 result.</p> <p>PI 1.2.10 Junior Women's team to win Trans Tasman test series.</p> <p>PI 1.2.11 Select and establish a 2010 Commonwealth Games training squad. Commence training, conduct training camp, and attend World Doubles Championships and other international doubles tournaments.</p>	<p>in top 8, 16 and 32 compared to 2006 result.</p> <p>PI 1.2.16 Junior men's team to win Trans Tasman test series.</p> <p>PI 1.2.17 Continue training of 2010 Commonwealth Games training squad. Conduct training camp, attend World Doubles Championships and other international doubles tournaments.</p>	<p>in top 8, 16 and 32 compared to 2007 result.</p> <p>PI 1.2.22 Junior Women's team to win Trans Tasman test series.</p> <p>PI 1.2.23 Continue training of 2010 Commonwealth Games training squad. Conduct training camp, attend World Doubles Championships and other international doubles tournaments.</p>
1.3	<p>PI 1.3.1 NCD in liaison with the CEO, NCM and State High Performance Managers establish a State High performance underpinning program to the AIS Program in QLD. To be completed by December.</p> <p>PI 1.3.2 NCD to review current State High Performance programs. Recommendations to CEO by 31 October</p> <p>PI 1.3.3 State High performance Managers to submit budget bids for underpinning programs by the second Friday in September</p>	<p>PI 1.3.4 TD (TBC) to review current State High Performance programs. Recommendations to CEO by 31 October</p> <p>PI 1.3.5 State High performance Managers to submit budget bids for underpinning programs by the second Friday in September</p>	<p>PI 1.3.6 TD (TBC) to review current State High Performance programs. Recommendations to CEO by 31 October</p> <p>PI 1.3.7 TD (TBC) in liaison with the CEO to prepare a draft High Performance Plan for the period 2009 – 2014. Present to the Board by the first Friday in November.</p> <p>PI 1.3.8 State High performance Managers to submit budget bids for underpinning programs by the second Friday in September</p>	<p>PI 1.3.9 Implement revised High Performance Plan by 1 January.</p> <p>PI 1.3.10 TD (TBC) to review current State High Performance programs. Recommendations to CEO by 31 October</p> <p>PI 1.3.11 State High performance Managers to submit budget bids for underpinning programs by the second Friday in September</p>
1.4	<p>PI 1.4.1 NCD in liaison with the NCM, High Performance Committee and National Selectors provide recommendations to the CEO for players to join the National Talent Squad by the first Friday in October.</p>	<p>PI 1.4.2 TD (TBC) in liaison with the High Performance Committee and National Selectors provide recommendations to the CEO for players to join the National Talent Squad by the first Friday in October.</p>	<p>PI 1.4.3 TD (TBC) in liaison with the High Performance Committee and National Selectors provide recommendations to the CEO for players to join the National Talent Squad by the first Friday in October.</p>	<p>PI 1.4.4 TD (TBC) in liaison with the High Performance Committee and National Selectors provide recommendations to the CEO for players to join the National Talent Squad by the first Friday in October.</p>

KEY RESULT AREA 3: FACILITIES, COMPETITIONS AND TOURNAMENTS 2006-2009

Goals, Strategies and Performance Indicators

Goal		Strategy	
1	To improve the standard of squash facilities and provide quality service.	1.1	Cooperate with members in lobbying for squash to be included in sporting complexes
		1.2	Liaise with the venue industry to develop a Venue Accreditation System
2	Provide and maintain a comprehensive competition program for players from 13(YAG).	2.1	National Competitions Manager (NCM) to provide guidance to members and host associations/organisations to ensure a viable competition program.
		2.2	NCM to ensure that host associations/organisations conduct national events under appropriate Squash Australia guidelines.
3	Provide a range of events to meet participation and promotional goals.	3.1	Liaise with members to develop a national calendar of events.
4	To host a World Championship	4.1	Lobby to host a World Championship.

PERFORMANCE INDICATORS

	2006	2007	2008	2009
1.1	<p>PI 1.1.1 Venues Committee in liaison with Members establishes a database of Sports centres with squash courts by December.</p> <p>PI 1.1.2 CEO in liaison with Venues Committee produce a notification system for Sports centres by December.</p>	<p>PI 1.1.3 Venues Committee in liaison with Members maintains a database of Sports centres with squash courts by June.</p>	<p>PI 1.1.4 Venues Committee in liaison with Members maintains a database of Sports centres with squash courts by June.</p>	<p>PI 1.1.5 Venues Committee in liaison with Members maintains a database of Sports centres with squash courts by June.</p>
1.2	<p>PI 1.2.1 Venues Committee in liaison with the Members and Court owner/operators to establish an accreditation system for venue standards by December.</p>	<p>PI 1.2.3 Minimum of four centres per State/Territory to reach maximum accreditation level by 12 December.</p>	<p>PI 1.2.4 Minimum of ten centres per State/Territory to reach maximum accreditation level by 12 December.</p>	<p>PI 1.2.5 Minimum of twelve centres per State/Territory to reach maximum accreditation level by 12 December.</p>
2.1	<p>PI 2.1.1 NCM in liaison with the CEO is to ensure that eight State Junior and 8 State Open Championships, Two Junior National tournaments, Australian Open, Australian Closed and a National Teams Championship are conducted during the</p>	<p>PI 2.1.2 NCM in liaison with the CEO is to ensure that eight State Junior and 8 State Open Championships, Two Junior National tournaments, Australian Open, Australian Closed and a National Teams Championship are conducted during the</p>	<p>PI 2.1.3 NCM in liaison with the CEO is to ensure that eight State Junior and 8 State Open Championships, Two Junior National tournaments, Australian Open, Australian Closed and a National Teams Championship are conducted during the</p>	<p>PI 2.1.4 NCM in liaison with the CEO is to ensure that eight State Junior and 8 State Open Championships, Two Junior National tournaments, Australian Open, Australian Closed and a National Teams Championship are conducted during the</p>

	2006	2007	2008	2009
	year.	year.	year.	year.
2.2	<p>PI 2.2.1 NCM to produce a plan for the introduction of an Australian Graded Championship and present recommendations to the CEO by September.</p> <p>PI 2.2.2 NCM to produce a plan for the introduction of a Country Teams Championship and present recommendations to the CEO by September.</p> <p>PI 2.2.3 NCM to produce a plan for the introduction of a Secondary Schools Teams Championship and present recommendations to the CEO by October.</p> <p>PI 2.2.4 NCM to produce a plan for the introduction of a low level PSA/WISPA Circuit of tournaments (four PSA/WISPA Challenger and Four PSA/WISPA Satellite) and present recommendations to CEO by September.</p>	<p>PI 2.2.5 Introduce a Country Teams Championship.</p> <p>PI 2.2.6 Introduce a Secondary Schools Teams Championship.</p> <p>PI 2.2.7 NCM to provide a plan for the introduction of an Individual Secondary Schools Championship by June.</p>	<p>PI 2.2.8 Country Teams Championship conducted</p> <p>PI 2.2.9 Secondary Schools Teams Championship conducted.</p> <p>PI 2.2.10 Introduce Secondary School Individual championships</p>	<p>PI 2.2.11 Secondary Schools Individual Championships conducted.</p>
3.1	<p>PI 3.1.1 NCM in liaison with Members produce a calendar of events for 2006, present recommendations to CEO by the first Friday in September</p>	<p>PI 3.1.2 NCM in liaison with Members produce a calendar of events for 2006, present recommendations to CEO by the first Friday in September</p>	<p>PI 3.1.3 NCM in liaison with Members produce a calendar of events for 2009, present recommendations to CEO by the first Friday in September</p>	<p>PI 3.1.4 NCM in liaison with Members produce a calendar of events for 2006, present recommendations to CEO by the first Friday in September</p>
4.1				<p>PI 4.1.1 CEO to tender to the WSF for the 2009/10 World Doubles Championships by February.</p>

KEY RESULT AREA 4: DEVELOPMENT AND PARTICIPATION 2006-2009

Goals, Strategies and Performance Indicators

Goal		Strategy	
1	Attract and retain new, former and existing players into a range of participation programs that deliver a gradual increase in numbers.	1.1 1.2 1.3 1.4	Further develop and promote existing participation programs. Develop new participation programs. Develop new participation programs for females and minority groups Implement Club Development Plan
2	Provide coaching support to player participation, competition and high performance programs.	2.1 2.2 2.3	Develop and implement coaching (coach education) programs to support participation, competition and high performance programs. Develop new coach training programs appropriate to coaching support to participation, competition and high performance programs. Maintain accreditation under the National Coaching Accreditation Scheme (NCAS).
3	Provide rules and refereeing support to player participation, competition and high performance programs.	3.1 3.2 3.3	Develop rules and refereeing programs to support participation, competition and high performance programs. Develop new referee training programs appropriate to rules and refereeing support to participation, competition and high performance programs. Maintain accreditation under the National Officiating Accreditation Scheme (NOAS).
4	Provide support to venue operators.	4.1 4.2	Review SquashLink Develop SquashLink Mk II to provide venue operators with programs to support operations.

PERFORMANCE INDICATORS

	2006	2007	2008	2009
1.1	PI 1.1.1 The NCD in liaison with the NCM, NRD and Members to jointly review current participation programs and provide proposal regarding future development to the CEO by the first Friday in December	PI 1.1.2 The NCD in liaison with the NCM, NRD and Members to jointly review current participation programs and provide proposal regarding future development to the CEO by the first Friday in December	PI 1.1.3 The NCD in liaison with the NCM, NRD and Members to jointly review current participation programs and provide proposal regarding future development to the CEO by the first Friday in December	PI 1.1.4 The NCD in liaison with the NCM, NRD and Members to jointly review current participation programs and provide proposal regarding future development to the CEO by the first Friday in December
1.2	PI 1.2.1 The NCD in liaison with the NCM, NRD and Members to jointly provide a proposal regarding development of new participation programs to the CEO by the first Friday in December.	PI 1.2.2 The NCD in liaison with the NCM, NRD and Members to jointly provide a proposal regarding development of new participation programs to the CEO by the first Friday in December.	PI 1.2.3 The NCD in liaison with the NCM, NRD and Members to jointly provide a proposal regarding the development of new participation programs to the CEO by the first Friday in December.	PI 1.2.4 The NCD in liaison with the NCM, NRD and Members to jointly provide a proposal regarding development of new participation programs to the CEO by the first Friday in December.

	2006	2007	2008	2009
1.3	PI 1.3.1 The Women's Committee to provide a plan for the increased participation by females, indigenous and disabled athletes to the CEO by November	PI 1.3.2 Implement Board approved recommendations from the Women's Committee Plan regarding increased participation by minority groups	PI 1.3.3 Review Women's committee plan and implement recommendations approved by the Board.	PI 1.3.4 Review Women's committee plan and implement recommendations approved by the Board.
1.4	PI 1.4.1 Implement Club Development plan	PI 1.4.2 Implement Club Development plan	PI 1.4.3 Implement Club Development plan	PI 1.4.4 Implement Club Development plan
2.1	<p>PI 2.1.1 NCD to conduct a Level 2 Supplementary Assessors Course by June.</p> <p>PI 2.1.2 NCD to conduct a Level 2 Course by June.</p> <p>PI 2.1.3 NCD to continue the assessment of L3 candidate coaches throughout 2006. Target – 8 coaches accredited at Level 3 by 15 December.</p> <p>PI 2.1.4 Organise and conduct a National Coaching Conference at the AIS by November</p>	<p>PI 2.1.5 NCD to conduct Assessor Training (Train the Trainer) Courses for:</p> <ul style="list-style-type: none"> a) Squash Essentials, March b) Community Coaches, June c) Club Professional Coaches, June d) Talent Development Coaches, Nov <p>PI 2.1.6 NCD to accredit >20 "program-based" Assessors nationally in 2007.</p> <p>PI 2.1.7 NCD, in conjunction with other Assessors, to organise and conduct at least:</p> <ul style="list-style-type: none"> a) 2 x Squash Essentials Courses b) 2 x Community Coach Courses <p>PI 2.1.8 NCD to initiate development of CD and Web-based learning tools to progressively replace large components of "Course" based delivery material.</p>	<p>PI 2.1.9 NCD, in conjunction with other Assessors, to organise and conduct at least:</p> <ul style="list-style-type: none"> c) 2 x Club Professional Courses d) 2 x Talent Development Courses <p>PI 2.1.10 NCD to attend various Training Courses for presentations and quality assurance purposes.</p> <p>PI 2.1.11 NCD to accredit >20 "program-based" Assessors nationally in 2008.</p> <p>PI 2.1.12 NCD to continue development of on-line coaching tools to progressively replace large components of "Course" based delivery material.</p> <p>PI 2.1.13 Organise and conduct a National Coaching Conference by December</p>	<p>PI 2.1.14 NCD, in conjunction with other Assessors, to organise and conduct at least:</p> <ul style="list-style-type: none"> e) 2 x Club Professional Courses f) 2 x Talent Development Courses <p>PI 2.1.15 NCD to attend various Training Courses for presentations and quality assurance purposes.</p> <p>PI 2.1.16 NCD to accredit >20 "program-based" Assessors nationally in 2008.</p> <p>PI 2.1.17 NCD to continue development of on-line coaching tools to progressively replace large components of "Course" based delivery material.</p> <p>PI 2.1.18 Organise and conduct a National Coaching Conference by December</p>
2.2	PI 2.2.1 NCD to develop	PI 2.2.3 Promote new coach	PI 2.2.5 Review new coach	PI 2.2.6 Review new coach

	2006	2007	2008	2009
	documentation for new coach education system for submission to the ASC by November. PI 2.2.2 Introduce new education system at National Coaches Conference in November.	education system nationally and educate all stakeholders. PI 2.2.4 Introduce and implement new education system by March.	education system and apply any new delivery procedures.	education system and apply any new delivery procedures.
2.3	PI 2.3.1 Maintain the coach accreditation data base and update every month. PI 2.3.2 Increase coach accreditations to 500 by December.	PI 2.3.3 Maintain the coach accreditation data base and update every month. PI 2.3.4 Increase coach accreditations to 525 by December.	PI 2.3.5 Maintain the coach accreditation data base and update every month. PI 2.3.6 Increase coach accreditations to 550 by December.	PI 2.3.7 Maintain the coach accreditation data base and update every month. PI 2.3.8 Increase coach accreditations to 575 by December.
3.1	PI 3.1.1 Achieve accredited referee numbers of 130 by December PI 3.1.2 Maintain International referee numbers of 3 by December PI 3.1.3 Achieve National referee numbers of 9 by December	PI 3.1.4 Achieve accredited referee numbers of 140 by December PI 3.1.5 Maintain International referee numbers of 3 by December PI 3.1.6 Achieve National referee numbers of 11 by December	PI 3.1.7 Achieve accredited referee numbers of 150 by December PI 3.1.8 Achieve International referee numbers of 4 by December PI 3.1.9 Achieve National referee numbers of 12 by December	PI 3.1.10 Achieve accredited referee numbers of 160 by December PI 3.1.11 Maintain International referee numbers of 4 by December PI 3.1.12 Achieve National referee numbers of 14 by December
3.2	PI 3.2.1 NRD to develop new Rules/Refereeing training material for high performance players by December.			
3.3				PI 3.3.1 NRD to review Doubles referee training programs for NOAS re-registration by December PI 3.3.2 NRD to review 3 Singles referee Training programs for re-accreditation under NAOS by December.

	2006	2007	2008	2009
4.1	PI 4.1.1 CEO in liaison with Members to review SquashLink and provide recommendations for amendment if required to Board by December.	PI 4.2.2 Based upon recommendations from PI 4.1.1 SquashLink MK II to be further developed by December or discarded.	.	

Implementation Framework

Governance	Policies, Procedures and Regulations	Planning and Monitoring	Key Stakeholders	Ethics and Values	Risk Management	Resource Allocation	Communications
Induction of new Board Members	Regulations and Policies reviewed	Monitor Plans quarterly at operation level	Key stakeholders identified as part of strategic plan	Values identified as part of the strategic plan	Risks identified and strategies developed as part of future plans	Board to endorse annual operating plan and budget	Regulations & Policies to be displayed on website
Code of Conduct for Board	Endorsement of sport policy requirements from ASC	Strategic and Operational plans reviewed annually	Agreement with plans and MOU's arranged between States and Squash Australia	Signed agreements with codes of conduct for all groups (coaches, athletes, officials, volunteers and administrators).	Monitor the implementation of risk management Strategies	CEO to allocate projects to staff and volunteers	Copy of plan distributed to stakeholders
Effective reporting to Board		State Plans aligned and compatible with Squash Australia Plans				States to commit resources to projects which have a whole of sport impact	

RECORD OF RECENT PERFORMANCES AND PARTICIPATION

Performance in World Male and Female
Championships

Performance in World Male and Female Senior Teams
Junior Teams Championships

MEN		WOMEN	
YEAR	PLACE	YEAR	PLACE
1991	1	1990	2
1993	2	1992	1
1995	4	1994	1
1997	3	1996	1
1999	4	1998	1
2001	1	2000	2
2003	1	2002	1
2005	5	2004	1

JUNIOR MEN		JUNIOR WOMEN	
YEAR	PLACE	YEAR	PLACE
1992	1	1991	2
1994	4	1993	1
1996	5	1995	1
1998	11	1997	9
2000	10	1999	4
2002	4	2001	5
2004	11	2003	2
2006	10	2005	8

Commonwealth Games Results 1998/2002/2006

COMMONWEALTH GAMES									
EVENT	1998			2002			2006		
	Gold	Silver	Bronze	Gold	Silver	Bronze	Gold	Silver	Bronze
Men's Individual						2		1	
Women's Individual	1	1		1		1	1	1	
Men's Doubles		1			1	1		1	1
Women's Doubles		1	1			1	1		

Mixed Doubles	1					1	1		1
Total Medal Tally	2	3	1	1	1	6	3	3	2

CURRENT PLAYERS IN WORLD TOP RANKINGS (June 2006)

	TOP 4	TOP 10	TOP 20	TOP 50
MEN	2	2	3	6
WOMEN	2	2	2	5

COACHES

LEVEL	2001	2002	2003	2004	2005
HP	1	1	1	1	1
Level 3	0	0	0	0	2
Level 2	45	51	55	47	44
Level 1	336	354	395	415	435
Total	382	406	451	463	483

REFEREES

LEVEL	2001	2002	2003	2004	2005
Inter National/World	1	1	1	2	3
National	13	13	13	11	8
State	161	157	159	160	35*
Club	24	38	41	47	74
Total	199	209	214	220	120

* Reason for significant drop in referee numbers in 2005 was due to a review carried out to determine referees who continued to meet the activity and re-assessment provisions of their NOAS accreditation. Other referees were found to be inactive and/or didn't seek re-assessment, so their accreditation lapsed. These numbers now give a clearer picture of the active and accredited referees in Australia.

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