

SQUASH WELLINGTON – ANNUAL PLAN 2021

Purpose: To provide quality squash opportunities in the Wellington region.

Overarching KPI: Increase the affiliated player base of Wellington regional clubs year on year (2015 - 1,740, 2020 – 1643, 2021- Maintain and grow the 2020 player base)

This document should be read in conjunction with the SW Operational Plan (currently work in progress and will be available from mid-April 2021) which sets out the detailed activity that will realise the strategic outcomes. The Success Measures outlined in this document set out the key performance indicators which the SW Board will review on a monthly basis to track the overall performance to this Annual Plan.

STRATEGIC THEMES	Participation & Promotion Growing awareness and participation in squash through a competitive and social lens.	Court-related Skill Development Lifting coaching, playing and refereeing capability and capacity then maintaining a pipeline of talent and resources.	Sustainability Future-proofing squash through appropriate infrastructure and off-court skill development
GOALS	<ol style="list-style-type: none"> SW Squash offerings attract a new player base and retain current player base. Wellingtonians are aware of squash, are positively influenced to trying it, and have heard of a program they could access. Current and prospective players are well informed of all playing opportunities. 	<ol style="list-style-type: none"> All players have reasonable access to a coach suited to their playing level. All squash events have access to referees appropriately qualified for the level of squash in question. Prestige and enhanced coaching and competitive opportunities are available to players demonstrating greatest personal commitment to skill development and team culture. 	<ol style="list-style-type: none"> Clubs and Members feel that SW adds value to their squash experience. Funding other than from clubs grows and revenue streams are diversified to the extent that is efficient to administer. The number and quality of playing facilities (including technological enhancements to support ease of facility use and member management) meets our target player type and number of player expectations. The pipeline of empowered and engaged volunteers at SW governance and club operational level is maintained. We recognise the achievements of our volunteers.

INITIATIVES

- Administer and promote existing SW tournaments, Women's, and Junior series, Interclub, SuperChamps, with evidence-based modifications to enhance their appeal.
- Deliver at least two social-focussed participation initiatives (e.g., Squash Your Way) that attract new-to-squash players, leveraging off national squash media campaigns e.g., World Squash Day 2021, World Men's Teams 2021
- Raise awareness of squash among non-players in target groups through traditional (e.g., radio) and new (e.g., social) media channels not currently used in accordance with a communications plan.
- Publish monthly District eNewsletter that promotes squash events, celebrates on-and off-court achievements and shares information about squash-related opportunities
- Determine appropriate capability and capacity of coaches for our target playing base. Based on prior coaching audit (FY20), encourage and support clubs with sub-optimal capability and capacity to identify members to embark on coaching framework at appropriate level.
- Liaise with district coach developer to provide support and practical training for district coach trainees.
- Provide clubs with a tool/tools (e.g., video, poster) to enable social players to play squash safely and fairly.
- Upskill club competitive players in refereeing principles to Club Referee standard.
- Determine appropriate capacity of District Referees for our playing base. Maintain referee database and develop and support pathway for progression of new trainees to District Referee status accordingly.
- Devise and oversee delivery of a team- or squad-based Representative Programme that improves skills and maintains participation of high performing and committed individuals who embrace a team culture.
- Maintain coaching support for District SuperChamps winners who are entering National SuperChamps.
- Promote all these opportunities in ways and through channels that optimise interest and uptake.
- We recognise and celebrate coaching, refereeing, and playing success.
- SW's role in initiatives it leads or participates in is attributed on communications material.
- A review of current and future revenue streams is undertaken and a plan to diversify and grow them is produced and implementation initiated.
- A culture of continuous facility improvement is encouraged and supported by provision of timely, relevant, and easily uptaken information tailored to each facility's needs, leveraging off SNZ and Sport Wellington services.
- Facilitate conversations between stakeholders and third parties where there is a risk of loss of a facility or an opportunity to increase facility availability.
- Review and revise SW website to ensure provision of a shop window promoting squash in Wellington and an easily accessible web resource of relevant supporting materials (or links to third party (e.g., SNZ, Sport Wellington) resources that meet club needs.
- SW Governance principles are summarised in a simple reference document for new and prospective Board members.
- Hold two club engagement forums ("hui") to engender cohesion between the squash community and upskill participants in accordance clubs' needs and identify operational priorities and/or feedback on SW initiatives.
- Review and revise format and processes for annual district awards. Recognise and celebrate off-court successes.

SUCCESS MEASURES

Registrations for SW initiatives increase 10% from previous year.

People completely new to squash attend a club following SW-assisted promotions:
>200 from Squash Your Way and
>200 from World Squash Day/World Men's Teams-linked promotion

10 District newsletters distributed over the year.

District Development Programmes (Junior and Senior) oversubscribed.

All Representative Teams to place at their seeding or better.

At least 25% of existing coaches (from Dec 2020 list) achieve Foundation Level Coaching Accreditation.

60% players on grading list (using Jan 2021 numbers as baseline) have current Club Referee status

At least 3 participants actively participating in District Referee programme.

Secure at least two new financial sponsors for SW led initiatives.

Each Club Hui attended by 10% more than previous hui (using Dec 2020 event attendance as baseline)

Major or minor facility upgrades undertaken at >8 clubs.

Summarised SW Governance document is distributed in Q2 of 2021 to SWN Board members and accessible to public via SW website.