

# 2022 2027

STRATEGIC PLAN



**WA**  
**SQUASH**

**SQUASH** is the  
**ULTIMATE** recreational  
activity for all ages and  
abilities to have  
**FUN** and **IMPROVE**  
their **HEALTH**  
and **FITNESS**



# The Board and General Manager

*We are proud to present the WA Squash Strategic Plan for 2022-2027. This plan is the result of state-wide consultation conducted at all levels of our game over the past 12 months, engaging Members and stakeholders from across our sport.*

*The input of Partners, Regions, Clubs, Operators, Players, Referees, Officials and Volunteers has been invaluable and ensures that this plan will empower participants at all levels to take control of their squash destiny, shape their journey and make Squash the complete sport and fitness solution for all.*

Glenn Hitch, PRESIDENT

Leigh-Anne Kaye, GENERAL MANAGER

## Our VISION

To be the complete sport and fitness solution for all.

## Our PURPOSE

To provide support for all to be healthy through squash.

## We VALUE

Collaboration  
Innovation  
Communication



**WA**  
**SQUASH**

# Our PLAN

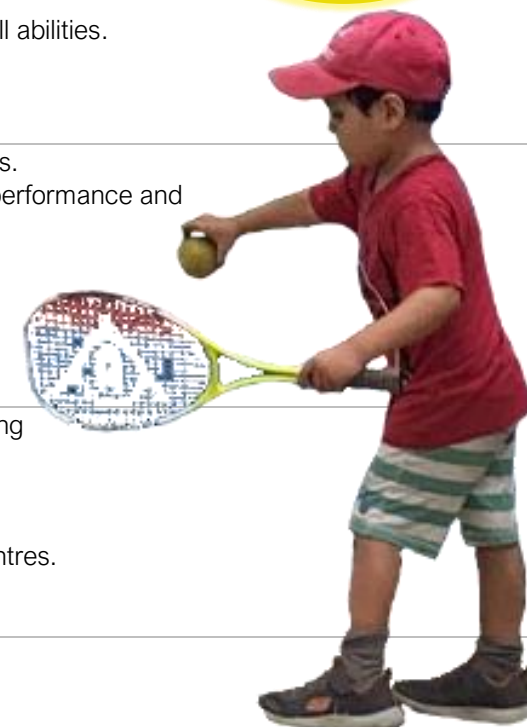
Our Strategic Plan is built around four key strategic pillars.

Defined within each, are the goals and strategies that will drive a series of outcomes for the respective pillars, facilitating our ability to be sustainable and grow. The ability to focus our energies on these pillars will enable our organisation to further strengthen the pathway towards sustainable success for squash in Western Australia.



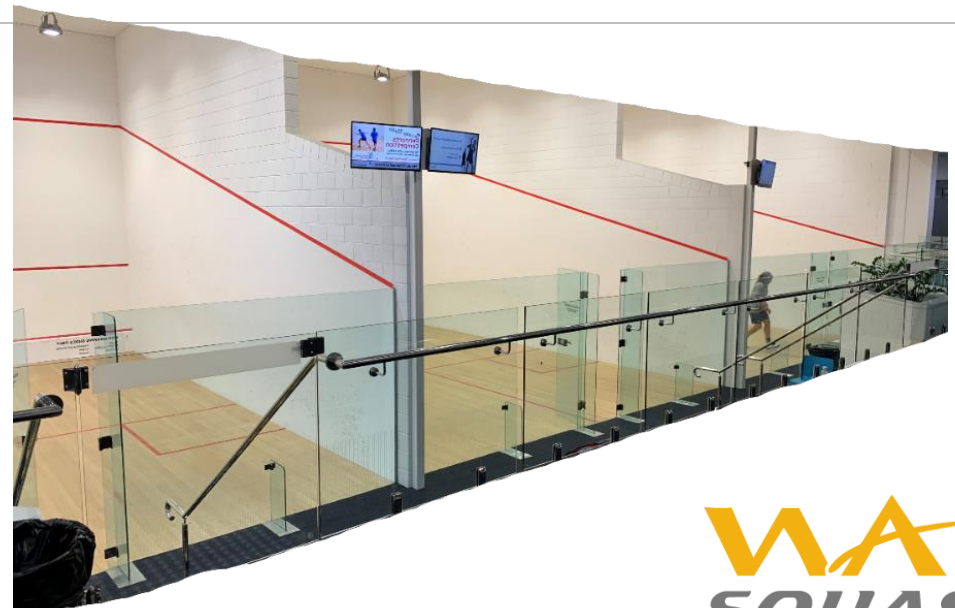
# Pillar 1 PARTICIPATION

	GOAL	STRATEGY
1	<b>RETENTION and CONVERSION</b> Maximising the potential player group	<ul style="list-style-type: none"> <li>• Expand school programs and convert participants into players.</li> <li>• Retain players through engaging experiences at active clubs.</li> <li>• Provide excellent experiences for all participants, using feedback to continually improve products and services.</li> <li>• Assist clubs and centres to create materials around participation and club benefits at front desks, combined with an availability of primary club contacts.</li> </ul>
2	<b>NEW and EMERGING MARKETS</b> Exploring and growing player groups	<ul style="list-style-type: none"> <li>• Adapt and create products to engage subsets of the population which are underrepresented.</li> <li>• Grow events and competition through a variety of products across a participant matrix.</li> <li>• Innovate to specifically target returning players.</li> <li>• Create programs which remove barriers to squash accessibility and cater for all abilities.</li> <li>• Encourage and celebrate diversity across all levels and volunteers.</li> <li>• Support the development of squash in unaffiliated sites.</li> </ul>
3	<b>PATHWAYS</b> Clear and connected paths for participants, coaches and officials to achieve their highest level across the state.	<ul style="list-style-type: none"> <li>• Publish clear pathways for the progression of participants, coaches and officials.</li> <li>• Provide opportunities and systems for talent identification, development, high performance and state representation.</li> <li>• Create opportunities for the progression of all participants.</li> <li>• Create opportunities for competition at all levels.</li> <li>• Assist high performance teams and individuals to perform consistently against their targets.</li> </ul>
4	<b>EVENTS and COMPETITION</b> Creating 'must play' events and competitions for all.	<ul style="list-style-type: none"> <li>• Innovate with technology to continually improve events and competition, bringing them to wider audiences and geographic areas.</li> <li>• Deliver competition and events to the highest standard.</li> <li>• Schedule events and competition to maximise engagement of all participants.</li> <li>• Expand competitions and events across the state to engage groups at new centres.</li> <li>• Communicate with Clubs and players on opportunities for participation.</li> </ul>



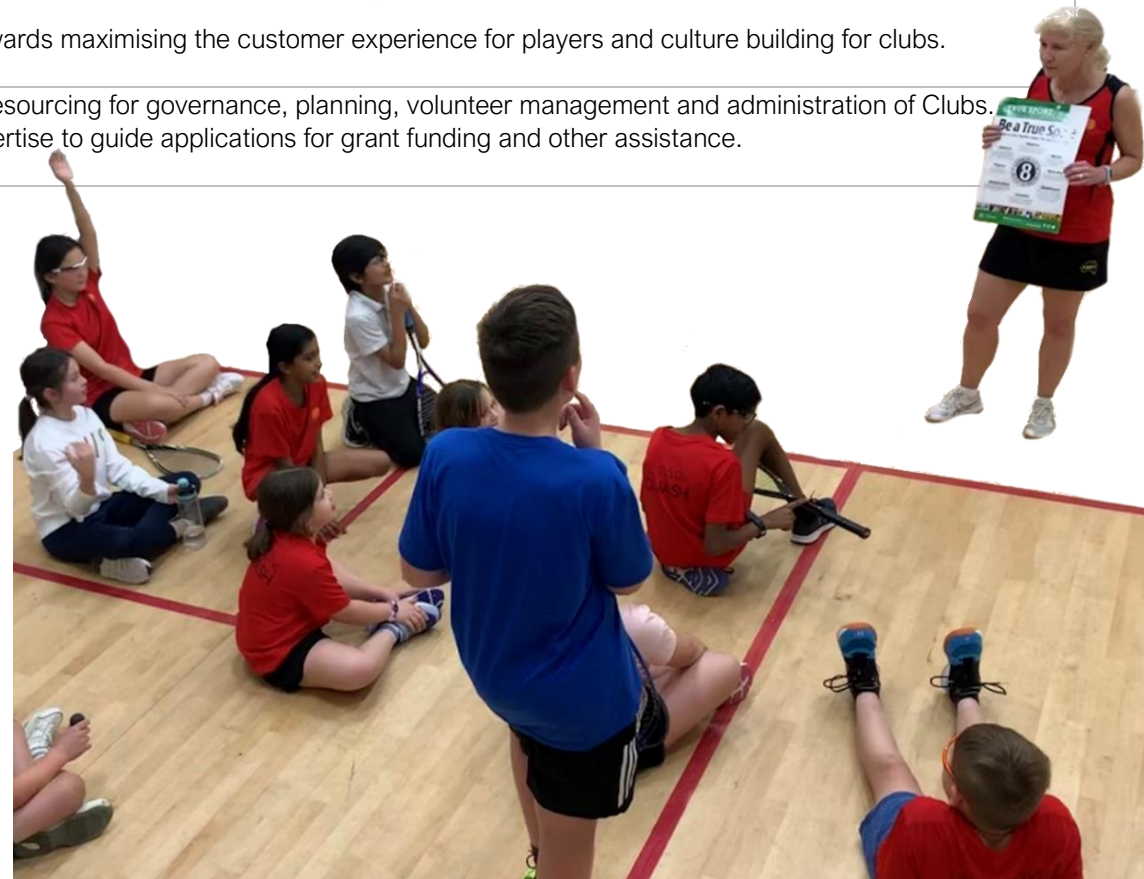
# Pillar 2 FACILITIES

	GOAL	STRATEGY
5	<b>PLANNING and INFRASTRUCTURE</b> Influencing the development of facilities for squash	<ul style="list-style-type: none"> <li>• Assist to retain and modernise squash infrastructure in WA.</li> <li>• Work with State and Local Governments to create opportunities for facilities.</li> <li>• Undertake strategic facilities planning to proactively manage court infrastructure.</li> <li>• Align infrastructure development with growth in participation and populations.</li> <li>• Expand existing facilities to actively cater for multi-sport options.</li> <li>• Engage the private sector to improve opportunities for squash activities.</li> <li>• Engage with owners and operators to ensure that the needs of squash can be met now, and into the future.</li> <li>• Support the development of facilities which are accessible to all.</li> </ul>
6	<b>STATE CENTRE</b> Secure a base for squash in WA	<ul style="list-style-type: none"> <li>• Establish a home for squash in WA.</li> <li>• Enable delivery of WAS programs and events through a well-equipped, modern facility.</li> <li>• Create a facility which celebrates the history of our sport in WA.</li> <li>• Present a world class event and program hosting facility.</li> </ul>
7	<b>EXPERTS IN DESIGN</b> Knowing how courts should be built, maintained and located	<ul style="list-style-type: none"> <li>• Develop guidance material on what constitutes a desirable environment of modern, high quality facilities for establishing and operating a squash club.</li> <li>• Be the experts in modelling and building squash court infrastructure.</li> </ul>



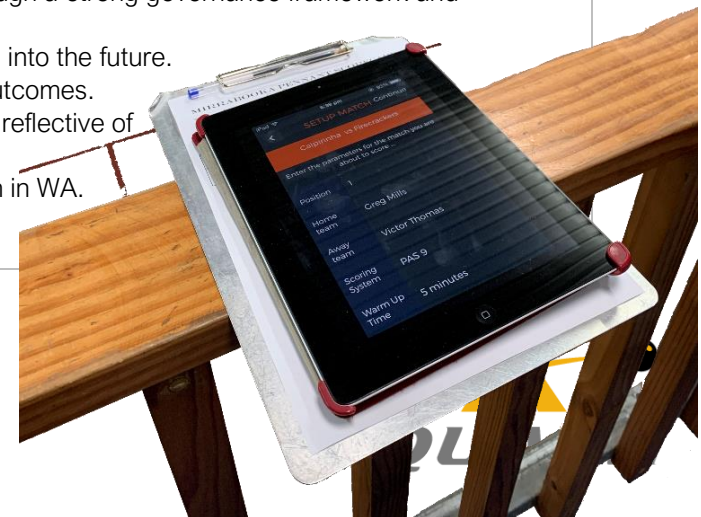
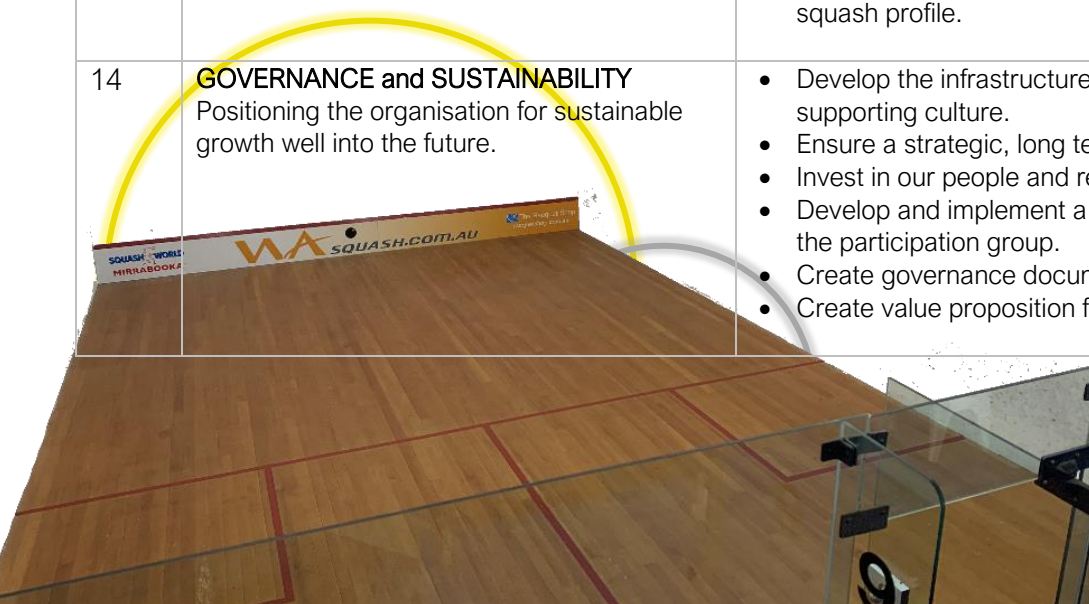
# Pillar 3 CLUB DEVELOPMENT

	GOAL	STRATEGY
8	<b>BUILDING and ENABLING</b> Supporting our Clubs across WA	<ul style="list-style-type: none"> <li>• Create a set of resources and materials for the successful management of clubs.</li> <li>• Provide a centre of expertise for coaching, refereeing, volunteers and professional development for squash.</li> <li>• Assist to create new clubs in unrepresented facilities.</li> <li>• Provide tools and resources for game enhancement.</li> <li>• Communicate to players and members in a modern format.</li> <li>• Support clubs to create value propositions for their membership and innovative to attract players.</li> <li>• Grow volunteers to support squash and clubs across the state.</li> <li>• Celebrate the contribution of volunteers to squash in WA.</li> </ul>
9	<b>STAKEHOLDER ALIGNMENT</b> We are all on the same page	<ul style="list-style-type: none"> <li>• Strengthen alignment between all stakeholders of squash.</li> <li>• Assist Clubs in dealing with key stakeholders such as Local Government, Squash Australia, Sport Australia, other clubs etc.</li> <li>• Orientate marketing towards maximising the customer experience for players and culture building for clubs.</li> </ul>
10	<b>ADMIN and GOVERNANCE</b> Support to running a successful Club	<ul style="list-style-type: none"> <li>• Establish support and resourcing for governance, planning, volunteer management and administration of Clubs.</li> <li>• Provide a centre of expertise to guide applications for grant funding and other assistance.</li> </ul>



# Pillar 4 CAPACITY & CAPABILITY

	GOAL	STRATEGY
11	<b>PARTNERSHIPS</b> Establish a portfolio of partners contributing to the success of the sport.	<ul style="list-style-type: none"> <li>• Establish partnerships for major programs and events.</li> <li>• Strengthen the Government's support of squash.</li> <li>• Develop a squash economy by partnering with business, tourism and government agencies to maximise the economic benefits of squash for WA.</li> <li>• Affiliate to benefit the strategic objectives of squash in WA.</li> <li>• Identify opportunities to grow benefits for squash through grants.</li> </ul>
12	<b>PROFILE and COMMERCIALISATION</b> Ensure sustainability through commercialisation of participant programs, events and infrastructure.	<ul style="list-style-type: none"> <li>• Establish sophisticated marketing plan and strategy across all programs and events.</li> <li>• Develop a brand investment framework to maximise partnerships.</li> <li>• Develop and maximise our data capture capabilities.</li> <li>• Establish and promote squash as a fast, exciting and inclusive sport.</li> <li>• Continue to enhance the visibility of squash.</li> <li>• Maximise use of State Squash Centre through a commercial arrangement.</li> </ul>
13	<b>TECHNOLOGY</b> Leverage technology to create efficiencies and new opportunities	<ul style="list-style-type: none"> <li>• Allow clubs and WAS to engage with participants using a smart Customer Relationship Management system and tools.</li> <li>• Capture accurate membership and participant details through technological platforms to improve the position of squash.</li> <li>• Create connections between our technology, marketing, sales and communications platforms.</li> <li>• Improve the use of technology to support business activities and operations, including the web, social media, and squash profile.</li> </ul>
14	<b>GOVERNANCE and SUSTAINABILITY</b> Positioning the organisation for sustainable growth well into the future.	<ul style="list-style-type: none"> <li>• Develop the infrastructure to support delivery of our priorities through a strong governance framework and supporting culture.</li> <li>• Ensure a strategic, long term view of squash is established to plan into the future.</li> <li>• Invest in our people and resourcing to engage skills and deliver outcomes.</li> <li>• Develop and implement a funding model which is sustainable and reflective of the participation group.</li> <li>• Create governance documentation to manage the sport of squash in WA.</li> <li>• Create value proposition for member clubs as affiliates.</li> </ul>







## KEY PARTNERS



Department of  
Local Government, Sport  
and Cultural Industries

