



#### SQUASH NEW ZEALAND

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## Towards 2020

### Background

Throughout 2009 the squash community have been working through a long term strategy to shape the future of the sport towards the year 2020. T2020 is about shaping the organisation for the next generation (transformed, viable and growing sport). This will be achieved through culture and structural change to make squash a leading example of sports governance and club development. It is based on a structure where all clubs are part of a nationally aligned and regionally delivered system.

The challenge is to ensure that we are not guilty of thinking of ones own association or organisation but focus on the needs of all squash players from juniors through to masters, competitive through to recreational, membership base and casual.

### Recommendations

The final T2020 report outlined a series of recommendations. The recommendations have been accepted by the Squash NZ Board and a series of associated actions planned. The purpose of this paper is to provide Districts with a concise, easy to read document from which to consider the Towards 2020 project.

## What's Next - Recommended Actions

### *Recommendation A*

*It is recommended that a new national body organisational structure is implemented in 2009. The recommended structure will build the capacity and capability of the national body to deliver improved leadership, communication and operational performance. This is an essential first step prior to district re-alignment*

### What is Planned

1. **Squash NZ CEO** – The recruitment for a new CEO is underway with applications closing on October 12. One of the highest priorities for the new CEO will be the implementation of Towards 2020.
2. **Coach Director** – Dave Clarke has been appointed to the role of Coaching Director and will work closely to develop more and better coaches throughout NZ.

3. **Club Development Manager** – the 2009/10 Squash NZ Budget will include provision for a new National Club Development Manager role. Squash NZ is seeking agreement by Districts at the 2009 AGM to recruit for this position.
4. **Further Alignment** – further alignment will occur throughout 2010 as Towards 2020 takes shape. This includes provision for a Business Development Role.

### **Recommendation B**

*It is recommended that SNZ implement the actions listed on pages 46-51 of the final report. These actions focus on areas that will deliver the highest return. The singular focus on structure as a solution is ineffectual in the current context. The four identified priorities are: connections and culture; delivery coordination; knowledge and capacity building and resourcing and accountability. These priorities form the basis of a comprehensive change plan. After the initial changes, further work on structural reform can be conducted.*

### **What is Planned**

5. **Culture** – Squash NZ accept that a change in culture is required at all levels in order for T2020 to be successful. This cultural change will start at the National Office and the new CEO will be charged with leading a new ‘way of working’ that is inclusive and empathetic of the entire squash family and there needs.
6. **Communication** – A regular weekly communication will be reinstated immediately. Further communication channels will be developed from here on including the redevelopment of the Squash NZ website.

### **Recommendation C**

*It is recommended that SNZ roll out change using a two-phase approach. In the first phase, SNZ focuses on leading the nation-wide alignment of the squash delivery network and implementing the new IT platform. In the second stage formal and constitutional reform will be implemented in the areas of structure and affiliation models. This approach will allow time (during stage one) to build relationships and boost delivery credibility. It also allows time for clubs to focus on the Squash IT project implementation.*

### **What is Planned**

7. **Constitutional Change** – there will be no change required to the Squash NZ Constitution at the upcoming AGM. Therefore no remits around T2020 will be circulated.

8. **IT Development (SIT Project)** – The project will deliver live grading list, membership database management, online tournament and interclub system, online booking and public access system. Benefits include greater connection with current and potential members, and enabling casual players to access facilities, thus increasing player numbers and generating new income for facilities.
9. **Membership Affiliation System** – a Review Committee will be charged with developing alternative options for membership affiliation in the future. See *Recommendation G* below.

#### **Recommendation D**

*It is recommended that the SNZ Board allow flexibility during phase one of implementation in order to keep moving and build momentum. A flexible approach will allow some districts to move faster than others in terms of centralisation of administration, staff management and national body support for local activity. Districts can liaise with the national body to agree on district specific transition arrangements. Currently, districts are at very different places in terms of willingness to support national body oversight. Flexibility during phase one will facilitate a quicker timeframe for those districts who are ready to take action whilst allowing greater autonomy for those who are more hesitant.*

#### **What is Planned**

10. **District Funding 2009/10** – Squash NZ has ‘ring fenced’ the District Grant funds (\$162K) in the 2009/10 budget and has tagged this to Club Development. Districts will be required to submit a proposal, developed in conjunction with SNZ, for the achievement of Club Development outcomes for the 2009/10 year. This proposal can be for delivery to occur through a centralised model (i.e. through Squash NZ) or directly through the regions (ie District led). The proposal will also include a plan to align with the National programme from 2011 and beyond. Proposals can be developed and submitted from any time after the Squash NZ AGM in November.

#### **Recommendation E**

*It is recommended that SNZ needs to shift the structural thinking towards a model that is outwardly focused and reflects the need to prioritise the playing members - both current and future.*

#### **What is Planned**

11. **District Structures** – Districts will remain as separate entities. However Squash NZ will work on a case by case basis with the intention of having a preferred National / District structure that clearly outlines roles and responsibilities by the 2010 AGM.
12. **Competition Committees** – the core business for regional entities will be Competition delivery.

13. **Events Strategy** – a National Events Board will be set up immediately to review National and District Competition needs for the future.

14. **One Brand** – a preferred brand for the sport will be developed and implemented in 2010.

**Recommendation F**

*It is recommended that a date(s) be specified in 2010 to conduct a performance review and review the extent of alignment which has been achieved through non-structural reform. Further steps can then be taken in order to reach the desired national delivery network.*

**What is Planned**

15. **Review of T2020 Progress** – progress will be reviewed at the 2010 Presidents Meeting in June 2010.

**Recommendation G**

*It is recommended that a new affiliation model is developed and consulted on during Phase One and then implemented in Phase Two of the change plan. This will allow time for adequate funding analysis and structural reform concepts to be developed.*

**What is Planned**

16. **Affiliation Review** – the establishment of an Affiliation Review Committee will take place immediately. The committee will make recommendations for change by June 2010. Any change will be implemented for the 2010/2011 year.

17. **Funding** – an assessment of local funding needs and requirements will take place as part of a wider financial analysis into the T2020 project.

## Long Term Vision

By 2011 we will have:

- A more efficient delivery of programmes and services from the national body
- Cost saving by reducing duplication
- One common brand
- Alignment of programmes from club through to national level
- Continuity of service
- Consistency of service
- Lead by recognised best practise wherever it may exist
- Accountability
- Strong leadership and direction
- Supported by local funding in the regions
- An effective affiliation model that is easy to administer and is fair to all.
- An integrated IT system adopted across the whole country
- By 2011 squash in NZ will be fully aligned, nationally coordinated and lead, regionally delivered.