



CANDIDATE BRIEF

Squash Australia

Chief Executive Officer



Background Strategic Pillars

Squash Australia is the national governing body for Squash in Australia, as recognised by the Professional Squash Association and the World Squash Federation. A smaller program within the AIS, but with a rich history of success at World Championship and Commonwealth Games. Australia won 2 gold and a bronze medal at Gold Coast 2018 and it is therefore well-funded and strategically important sport

Squash has enjoyed good operational success in recent times with participation growth of c100,000 to c125,000. One of the legacies of the 2018 Commonwealth Games has been the development of the National Squash Centre (NSC) as a Centre of Excellence for the Sport which will continue to pay dividends in the years ahead.

Board & Strategy

With a new board elected in late 2019, and a new President, the board seek a Chief Executive Officer to renew and reinvigorate the leadership of Squash and continue the growth of the sport through to the Birmingham Commonwealth Games and beyond.

The priority for the new CEO will be to continue the growth of the Sport set down in the 2016-2022 Strategy. The CEO must work effectively across the federated structure of Squash to increase engagement and build consensus across States, Member Associations and Clubs and develop and deliver consensus across the Sport further growth from 2022 and beyond.

With Birmingham 2022 fast approaching, the board seeks an immediate appointment. There is an opportunity to look at a 18 month appointment that will build stability for the board and assist in developing the people and strategy for 2022-26





PARTICIPATION

MORE PEOPLE PLAYING, MORE OFTEN

PERFORMANCE

HIGH PERFORMING PLAYERS, TEAMS, AND ORGANISATIONS

PROFILE

INCREASED VISIBILITY, BETTER EXPERIENCES

DEFINING GOALS

- Retain current participation numbers at 80% for 2020, and at 95% for 2021, based on the AusPlay data.

- To win two medals at the 2022 Commonwealth Games.
- To have a Junior Development Pathway with players in the last eight at the World Junior Championships
- For Squash Australia to have a Net Promoter Score of +30%.

- Retain the total number of squash and racquetball courts across the country to within 95% of existing to Dec 2022.
- Have squash recognised by 80% of our database and major stakeholders as the 'healthiest sport.'

SUPPORTING GOALS

- Develop, align and deliver a National Participation Strategy.
- Establish and maintain a national coach education framework that is aligned with the WSF and AIS standards, with a national register of coaches.
- Maintain a national referee education framework that is aligned with the WSF and AIS standards, with a national register of referees.
- Develop the SportyHQ system, in line with an agreed road-map to Dec 2022 that outlines enhancements and ongoing support.

- Deliver a HP program, with a central base at the National Squash Centre, which provides support and resources in alignment with Australia's National High Performance Sport Strategy, for elite athletes to achieve medal-winning outcomes for SqA.
- Deliver a HP program, in collaboration with the State and Territory members, which enhances Squash Australia's Athlete Talent Pathway and provides coordinated State and Territory based training opportunities.
- Establish National strategies and agreed priorities with State and Territory members, to communicate effectively with all our stakeholders, and efficiently coordinate projects and initiatives with input and advice from those who matter.

- Develop and deliver a National Marketing and Communications Strategy to increase the profile of the sport.
- Develop a Court Owners and Court Operators Network, in collaboration with State and Territory members, to share best practices, and provide support for facilities to survive and prosper.
- Deliver a National Squash Facilities Strategy to support the growth of new courts being built over the next decade, increasing the participation in the sport.

AGREED SUPPORTING GOALS

- Establish a Working Team to develop a National Participation Strategy, for collaborative approval between SqA and the State and Territory members.
- SqA to work with State and Territory members and National Tutors to increase the number of Club Referees, and Foundation and Club Development Coaches.
- Develop and coordinate a road map for the SportyHQ system to Dec 2022, with a budget for enhancements, and KPIs for SportyHQ contractor, aligned to the National Participation Strategy, and presented to the Presidents Council for discussion.

- Establish a Working Team to develop the Athlete Talent Pathway, for collaborative approval between SqA and the State and Territory members.
- Establish a SqA Board appointed Working Team to review the current affiliation models and develop a National Affiliation Model, including the model for insurance, and provide recommendations to enable the growth of the sport, for collaborative approval between SqA and the STMs.
- Organise an annual survey of all stakeholders in regards to organisational and leadership performance of the sport, with independent oversight of the process and collation of the results.

- Establish a Working Team to develop a National Marketing and Communications Strategy, for collaborative approval between SqA and the State and Territory members.
- SqA to lead the development of a National Support Plan, in collaboration with STMs, to support clubs and centres during and post COVID-19 for ongoing viability.
- Provide the Board and Presidents Council with a National Facility discussion paper, outlining the current facility data, and completed national facility audit, to feed into a future National and State Facility Strategy.

The Role – Squash Australia CEO

The CEO of Squash Australia will provide leadership, collaboration and renewed direction across the Sport. They will be responsible for overseeing the day-to-day management and delivering on the strategic priorities as agreed with the Board.

The role requires developing and maintaining strong and effective relationships with internal and external stakeholders including the Australian Institute of Sport, Commonwealth Games Association, and crucially Squash leadership at a State level.

The CEO will need to be a hands-on leader for their staff, to motivate and inspire their team, and be a mentor for the future leaders within the organisation. The CEO will need to lead and support across all aspects of the Sport including; Operations, Finance, High-Performance, Events, Commercial and Communications.

Strategy, Stakeholder-Management and Communications will be important, but the Board seek an individual to lead a culture of efficiency and robust financial control.

It is important the successful candidate has a strong understanding of the Sport Australia / AIS ecosystem, leading advocacy and unlocking opportunity for the Sport at all level of government. However, it is also that the individual brings a commercial mindset and are able to identify new and alternative revenue streams for the sustained success and growth of the sport.



Duties

The Chief Executive Officer will be expected to manage and oversee the delivery of the following key duties for and on behalf of the Squash Australia Board:

- **Management** - Assume the overall responsibility for the management of the day to day operations of Squash Australia, including all the human and financial resources, driving and developing the business consistent with the agreed strategic priorities.
- **Leadership** - provide strong, effective leadership and direction to the Squash Australia family of stakeholders and the sport of squash generally throughout Australia ensuring future development and promotion through well executed commercial, sport and event related programs.
- **Planning and Policy** - In conjunction with the Board of Directors, staff, Committees and membership, initiate, develop, and implement a corporate vision for Squash Australia to achieve the stated goals and aims across the organisation.
- **Revenue** - develop stable and diverse revenue streams, underpinning the delivery of Squash Australia's programs, services and activities.
- **Financial** - In conjunction with the Board, manage Squash Australia's operations in a transparent, efficient and profitable way.
- **Promotion and Marketing** - Ensure the optimal development and promotion of all Squash Australia's activities, services and programs while building the profile of Squash through strong brand and communication programmes and robust marketing alliances.
- **Representation and Relationships** - Provide effective and active representation of Squash Australia at all levels, developing and enhancing relationships with the squash stakeholder family, including funding agencies such as Federal, State and Local Government.
- **Winning Culture** - provide the foundation for Squash Australia's players and teams to perform at the best of their ability. Ensure strategies and practices are in place to enable the optimum performance of Squash Australia teams in domestic and international competitions.
- **Grow the sport** - Implement strategies and practices to grow the participant base and provide pathways for players, coaches, officials and administrators of all ages and cultures throughout Australia.
- **Customer service** - Build and maintain Squash Australia's reputation as a first-class service organisation, driving and developing a service culture across the organisation as a whole.

Experience

- An understanding the structure of Australian sport e.g. community, state, and performance, and the interplay between participation, performance, and commercial growth in Sport.
- Demonstrated knowledge of how boards operate and what boards will ask of a CEO.
- Understanding of government funding and the commercial aspects of running a sport business.
- Understanding of the complex and political nature of the system; understanding how to navigate the macro environment to get results for a high-performing program.
- Navigating through complex issues and competing agendas and to prioritise, manage and deliver outcomes that meet strategic objectives.
- Articulating a vision; explaining the benefits and getting buy in to a vision; painting the picture for the future; embedding behaviours aligned to delivering the vision.
- Building and maintaining trusting relationships at board and executive levels.
- Communicating to a broad audience; taking complex issues and articulating the message in an understandable and relatable way.
- Executing a long-term strategy.
- Managing the operational, commercial, and financial performance of an organisation and delivering positive outcomes.
- Identifying and developing talent through coaching and performance feedback; experience attracting, developing, and retaining key talent.

Competency Traits

The following key competencies have been agreed by the Board;

- Cultivating Networks & Partnerships
- Driving Execution
- Coaching & Developing Others
- Energising the Organisation
- Operational Decision Making and Commercial Mindset

Remuneration

The successful candidate will be offered a competitive salary that reflects the size and scale of the National Governing Body.

In addition they will be offered the opportunity for a bonus based on agreed set of Key Performance Indicators combined with the Performance of Squash Australia on the World stage. This incentive will be realised at 18 months post 2022 Commonwealth Games.

How to apply

To apply, candidates should send the following to jcurtis@sriexecutive.com

- Letter of application highlighting relevant experience and details of current remuneration
- An up to date CV.

To discuss the role please contact James Curtis on 0451942070.

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