

- **Increased Sponsorship**

Squash must gain industry and player support to help gain sponsorships. Without that support the sport has nothing to “sell” potential sponsors.

- **Development of the Game**

Development of the game in the form of:

- Coach education and resources
- The rules and refereeing
- Policy including drugs, gender equity and juniors
- Junior and Senior teams at local state, national and international level
- Participation programs including school and other recruitment programs
- Information and training for the industry to help provide better facilities and services

Promotion of the game is through various strategies including implementation and promotion of events which provide opportunities to elite players and exposure to the public.

### **3. THE SQUASH INDUSTRY**

The Squash industry has evolved over the past fifty years from being one purely associated with members only clubs to now being a large commercial industry. While accurate statistics are not currently available it is estimated that it has a capital value of about \$2.5b and annual turnover of about \$50m.

When Squash centres were first built as public facilities, it was often in association with other sporting facilities, usually tennis courts. In the 1970’s when Squash was booming, many Squash only facilities were built. Many of these were subsequently converted, at least partially, to gym and aerobics centres. Whilst there are very few Squash facilities under construction in Australia, those that have been built recently are multi use facilities. It is anticipated that future construction of Squash courts will be exclusively in multi use venues.

A large number of Squash centres also have Squash Clubs which operate independently (but usually cooperatively) from the Squash centre management. These clubs are usually incorporated bodies with elected officials and members. Traditionally, these clubs form the basis of the State Squash Associations, but over the past few years there have been changes to this system of representation in some states. There have been cases of conflict because of the differing aims of Squash centre management and the Squash Clubs in some Squash centres. While on going close cooperation between centre management and Squash clubs can be very beneficial for the players, the sport and the Squash centre, such conflict almost always has negative results for all three parties and should be avoided if at all possible.

#### **Squash Centre Ownership**

Squash facilities are provided in a variety of ways. The table below is a summary of the types of Squash centre ownership and an estimate (no accurate statistics are available) of the number of centres in each category. These percentages differ significantly from state to state. For example, Queensland Squash centres are predominantly privately owned whilst in the ACT only one out of eight centres are privately owned.

The type of ownership and management of the Squash facility can have a dramatic bearing on how it is managed and what arrangements can be made with the players and coaches. An understanding of these factors can be important in coaches forming a successful relationship with the key stakeholders in a Squash facility.

<b>Ownership Type</b>	<b>Main Areas</b>	<b>Estimated %</b>
Private	All States except ACT	80%
Council/Public	SA, Provincial esp. TAS WA, NT	10%
Clubs	ACT, Melbourne, Sydney	7%
Institutions (Universities, Hospitals)	Sydney, Perth, ACT	3%

### **Squash Centre Management**

There are four main forms of Squash centre management and most of these can be applied to the ownership forms above. The next table names these and lists the advantages and disadvantages of each (for the game and for the customer). The advantages and disadvantages of each are often overshadowed by the individual qualities of the personnel involved.

Because no formal training has been available specifically for Squash industry managers, the quality of management varies considerably from centre to centre. Many believe that this problem has been a significant factor in the decline and closure of many Squash centres. Conversely, better management should result in more successful Squash centres, regardless of the management type.

<b>Management Type</b>	<b>Advantages</b>	<b>Disadvantages</b>
1. Owner/Operator	Should be committed to the success of the business and the maintenance of the facility so that their investment is secure.	Where Squash centre sites have a high commercial value, the facility is poorly maintained until it is sold for redevelopment.
2. Lessee	Success depends purely on the number of court hours hired or memberships sold.	Lessees can sometimes have a relatively short sighted view of their business opportunities.
3. Manager	In major facilities, managers can be highly trained/educated and apply good management practices.	In smaller facilities, managers can be keen players who have no management skills or experience.
4. Club Committee	Enthusiastic people provide low cost management and staff to facilities which are usually owned by the club.	Finding the right people who are willing to work at little or no cost can sometimes be difficult.

### **Industry Training**

Squash Australia in association with the Confederation of Australian Sport recently developed a training package specific for the Squash industry. At the time of publication, this training was in the process of being registered with the National Training Authority.

It will enable the Squash industry to access training for management, coaching and development staff through approved training providers including TAFE's.

## D. INTERNATIONAL SQUASH

The World Squash Federation is the peak body for Squash. Over 120 countries, including Australia, are members of the WSF whose headquarters are in London. Their role includes:

- Staging of World team and individual championships - junior and senior.
- Ongoing servicing and development of Refereeing and the Rules of Squash.
- Promotion of Squash as a multi sport games sport (eg inclusion in the Olympics).
- Dissemination of information about Squash and its events.
- Development of coaching.
- Promotion of the sport in developing countries.

Men and Women professionals have associations which are recognised by the WSF. The Professional Squash Association (PSA) and the Women's International Squash Association (WISPA) represent a combined total of over 500 men and women professionals respectively.

Both associations administer and promote professional tours which have events on all continents and offer total prize money of over \$2m US. They have well developed layered tours with challenger, satellite and major events which allow progression of aspiring professionals through to the top of the World ranking.



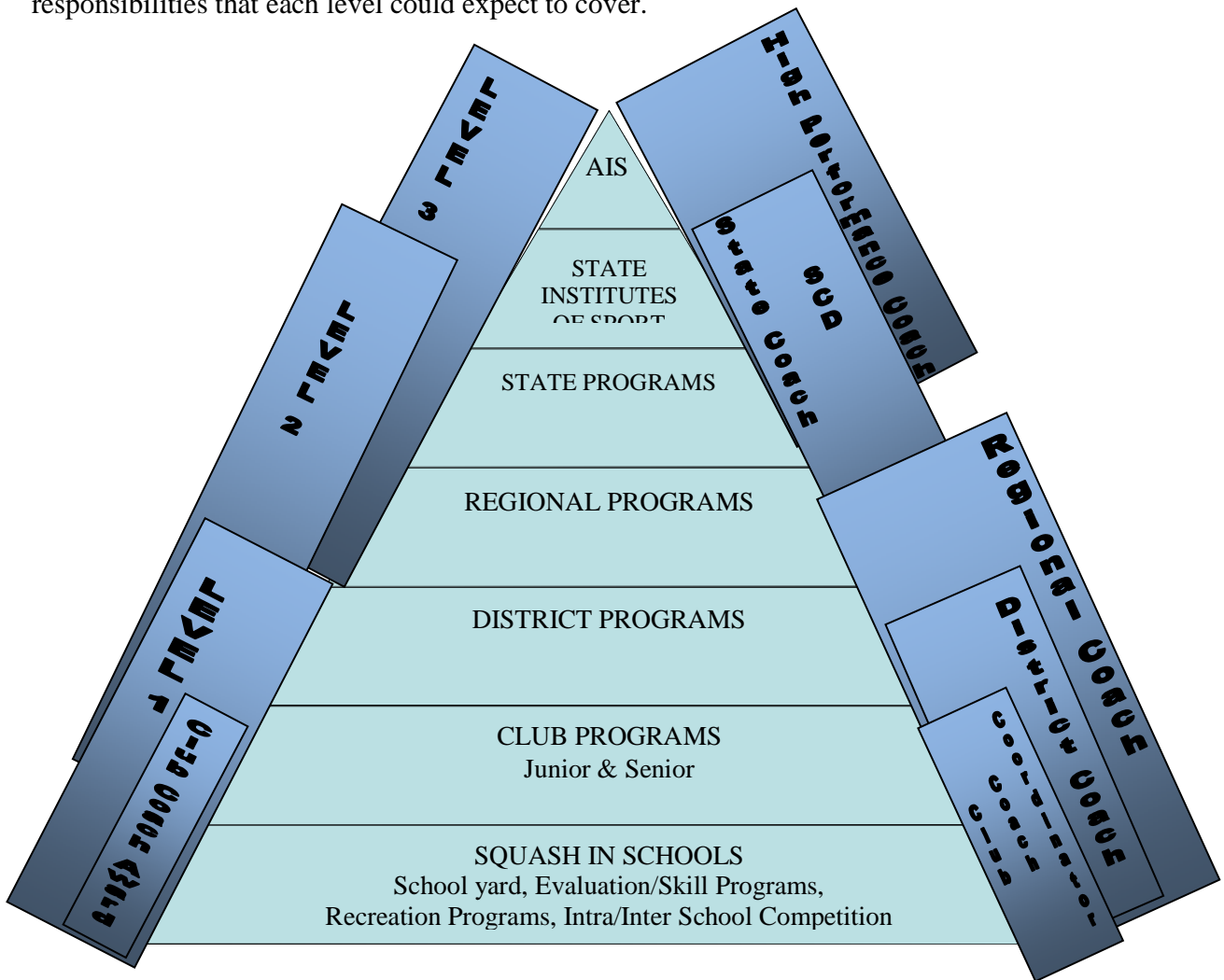
2002 Commonwealth Games, Manchester  
Australia won:  
1 Gold, 1 Silver, and 5 Bronze medals

**E. THE SQUASH COACHING STRUCTURE**

The direction of Squash coaching is determined by Squash Australia on advice from the National Coaching Committee (NCC) in cooperation with State Coaching Directors (SCD's). The AIS coaching staff and the State Institute coaches also have input. The Professional Squash Coaches Association of Australia (PSCAA) is the Squash coaches professional association and they too provide comment on national coaching issues.

The progression of coaches from club level through to national team and institute coaches is allied closely to the National Coaching and Accreditation Scheme (NCAS). Currently, only coaches who hold NCAS Level 2 accreditation can be eligible for national and institute coaching positions. It is anticipated that as the new NCAS Level 3 becomes the standard for elite level coaching, qualification at this level will be required for those same positions.

In addition to NCAS accreditation, Squash Australia and all State Squash Associations require all coaches who perform coaching for them to have adequate public liability and professional indemnity insurance cover. The Coaching Pyramid below level sets out the coaching levels and the responsibilities that each level could expect to cover.



Squash Australia has appointed a part-time National Coach (Byron Davis) who advises on all matters to do with High Performance player development. The Australian Institute of Sport (AIS) in cooperation with Squash Australia appoints the Head Coach of the Squash unit and other specialist staff coaches for a fixed term. The Victorian Institute of Sport (VIS) and the South Australian Academy of Squash (SAAS) also have Squash units to which Head Coaches are appointed, although the VIS program discontinued from 2010.

Each of the States/ Territories has independent coaching structures which are usually responsible to their State Coaching Director, Development Manager or Development Officer. In South Australia and Victoria, the State Institute and Academy programs are integrated into the state coaching structures. A significant percentage of Squash centres and Clubs cooperate with State Squash Associations to implement coaching programs and strategies.

Squash Australia provides funds for coaches to work with elite players and currently does this through our three National Talent Squads. These Squads are each prepared to compete in the World Junior Championships and this year there has a 2009 Girls Squad a 2010 Boys Squad and a 2011 Girls Squad. This program is available to coaches who at a very minimum have undertaken training at NCAS Level 2.

Coaches in the past have been appointed to National teams by Squash Australia only for the preparation and duration of tournaments in the international arena usually at World Championships and Commonwealth Games. From 2008 Head Coaches have been appointed up to more than a year before the competition event and every effort has also been made to appoint Assistant Coaches. At state level, each state has their own system of coaching appointments for representative teams.

## **F. COACH EDUCATION**

### **National Coaching and Accreditation Scheme (NCAS)**

Squash coach education, training and accreditation occurs under the auspices of the ASC through the Australian Coaching Council's (ACC's) National Coaching Accreditation Scheme (NCAS). Squash Australia has developed its coach education system within the framework of the NCAS. There are now three levels of coach education (NCAS Levels 1, 2 and 3) which it delivers with the assistance of the SSA's in each state.

The NCAS enables minimum standards of coach education to be set nationally across all sports and also enables it to be aligned with the vocational education and training system. This provides players who wish to be coached a guide as to the coaches standard. The accreditation of coaches also provides a communication channel between the sport, the coaches and the ACC which will assist in the ongoing education process.

Under the NCAS, coaches who want to continue with their accreditation must undertake a small amount of additional training as well as continue with practical coaching. Every four years they are required to "Update" their accreditation with proof of their updating activities. The amount of updating is not onerous and would easily be achieved by active coaches who are interested in keeping pace with new coaching trends and delivering a good coaching service. Updating NCAS accreditation is required every four years.

Squash Australia also recognises the efforts of those who have undergone NCAS Level 1 coach training, and are competent in all the theoretical aspects, by granting them the Squash Australia "Club Coach Award". This enables these coaches to work with club players in all except the technical aspects of coaching.

### **Competency Based Training (CBT)**

Coach education is now competency based which means that coaches are now judged on what they can do. This means that those who wish to become coaches can use their experience as a player and other relevant education and/or training gained outside Squash to assist in becoming a Squash coach. This means that the focus of coach education now becomes the assessment instead of the training itself. While Squash Australia has developed training packages for prospective coaches, it is now relatively unimportant how a coach becomes competent.

Relevant formal training can be transferred across to the Squash coaching environment through a system of Recognition of Prior Learning (RPL). If a candidate who does not have formal training believes they have developed the necessary skills through experience, they may elect to go straight to assessment of their skills. This system provides prospective coaches with a far more flexible means of gaining national accreditation in Squash coaching.

### **Vocational Education and Training (VET) for Coaches**

Since early in 2000 coaches have been able to access industry based coach education. Training through the sport training packages enable coaches to undertake further education at TAFE's and other recognised training providers. Training packages have been developed at Certificate II and III which align to NCAS Level 1 and 2. These packages provide additional sport and Squash industry training to operate effectively as a professional, similar to tennis and golf professionals at present. These training programs will be promoted more from 2010 onwards.