

NSW SQUASH LIMITED 2015 - 2016 ANNUAL REPORT



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LIFE MEMBERS

Present

- Mr John Amer
- Mr Ted Barlow
- Mr Dick Best
- Mr John T Cameron
- Mr Dick Carter
- Mr Graham Corderoy
- Mrs Sue Donovan
- Mr Bob Dubois
- Mrs Beverly Gould
- Mrs Helen Hall
- Miss Claire Hands
- Mr Ken Hiscoe
- Mrs Kay Mansfield
- Mr Greg Middleton
- Mrs Dawn Moggach
- Mr Bill Mudford
- Mr John Picone
- Mrs Merle Pym
- Mr Peter Saxby
- Mrs Terry Spiers

Deceased

- Mr John Clerk
- Mrs Kathy Parkins

NSW SQUASH LIMITED ORGANISATIONAL STRUCTURE

AS AT 30 JUNE 2016

PATRON

Mrs Heather McKay AM, MBE

BOARD OF DIRECTORS

Dawn Moggach (President)
Tim Toohey (Vice President)
Scott Johnson
Jason McLauchlan
Peter Saxby
Matthew Karwalski

COMPANY SECRETARY

Garry Somerville

CHIEF EXECUTIVE OFFICER

Garry Somerville

PENNANT ADMINISTRATION

Jo Keegan (Pennant Administrator)
Rex Thomas (Junior Pennant Co-ordinator)

FINANCE

Jeff Pails (Honorary Treasurer)
Susie Perenara (Book Keeper)

COMPETITIONS DIVISION COMMITTEE

Pennant Committee	Scott Johnson (Chair)
District Delegates	Carlos Franco (South/East) Peter Pears (West) Mark Mason (North)
Major Grade Delegates	Jason McLauchlan Sarah Nelson
Referees Delegate	Dawn Moggach
Tribunal Commissioner	Melanie Faithful (Chair)
Tribunal Committee	John Dillon

PLAYER DIVISION COMMITTEE

Peter Saxby (Chair)
Jason McLauchlan

SQUASH AUSTRALIA ROLES

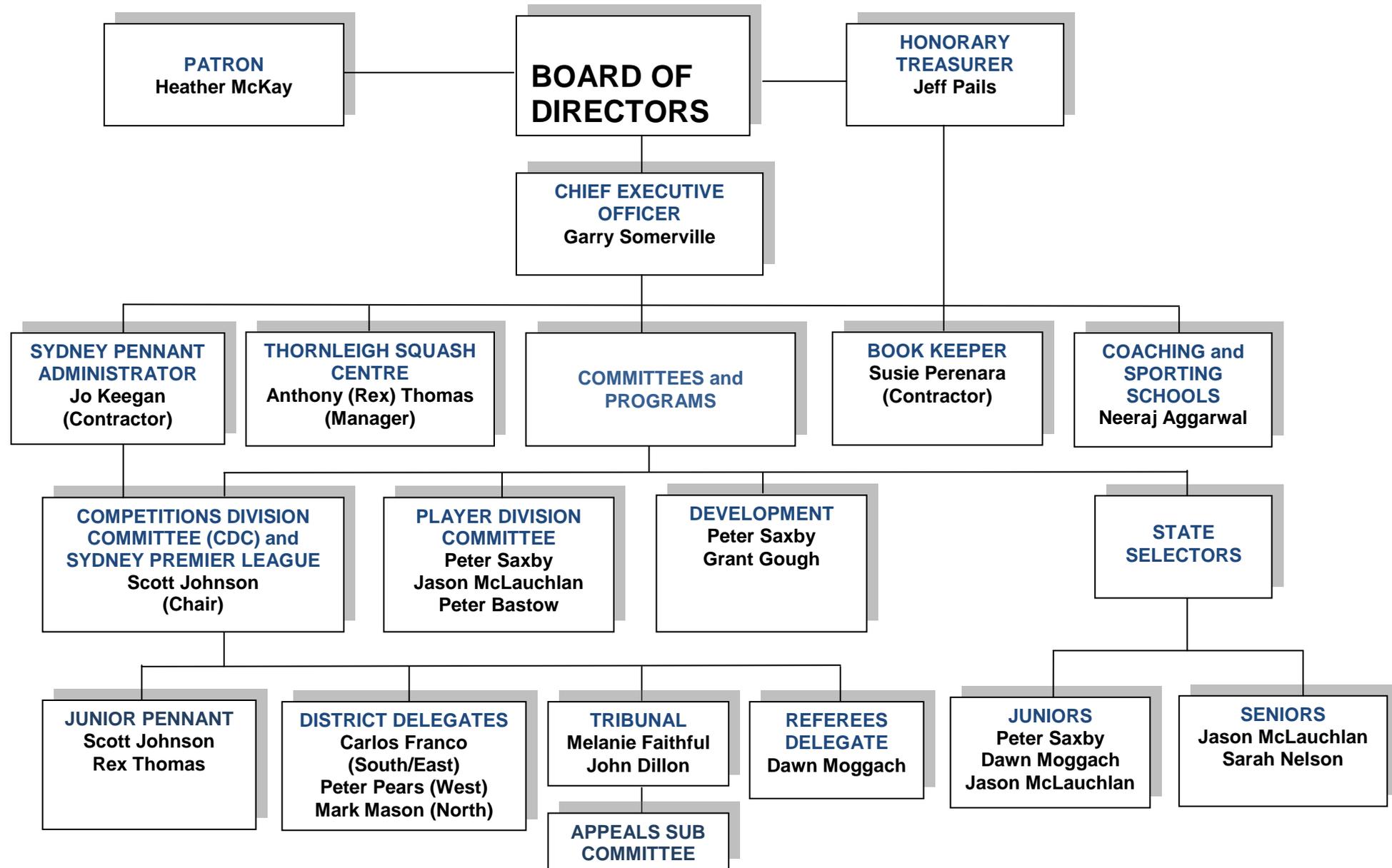
President's Council	Dawn Moggach
Executive Officer Council	Garry Somerville
Squash Development Council	Peter Saxby

AUDITOR

Gruber Beckett Pty Limited

NSW SQUASH LIMITED ORGANISATIONAL CHART

June 2016



DIRECTOR PORTFOLIOS

The name and portfolios of the Directors in office at the date of this report:

Dawn Moggach

Elected 18 November 2015

- President
- Referees Delegate



Tim Toohey

Elected 19 November 2014

- Vice President
- Matrix System
- Affiliation
- Project Management



Peter Saxby

Elected 18 November 2015

- Development
- Coaching



Jason McLauchlan

Elected 19 November 2014

- Events and Tournaments
- Joint Ventures



Scott Johnson

Appointed 19 November 2014

- Marketing
- Communication
- Competition Development Committee
- Premier League



Matt Karwalski

Appointed 27 January 2016

- Facilities



BOARD OF DIRECTORS

The NSW Squash Board comprises of no more than eight (8) Directors being:

- Six (6) Elected Directors elected under rule 21 of the Constitution
- Up to two (2) Appointed Directors appointed under rule 22 of the Constitution.

Elected and Appointed Directors term of office is for two (2) years under the Constitution.

NAME	POSITION	ELECTED / APPOINTED	DATE APPOINTED
Dawn Moggach	President	Elected	18 November 2015
Tim Toohey	Vice President	Elected	19 November 2014
Jason McLauchlan	Director	Elected	19 November 2014
Peter Saxby	Director	Elected	18 November 2015
Vacant	Director	Elected	
Vacant	Director	Elected	
Scott Johnson	Director	Appointed	19 November 2014
Matthew Karwalski	Director	Appointed	27 January 2016

MISSION STATEMENT

To promote, develop and increase active participation in squash at all levels and for all ages in the sport in NSW.

VISION

NSW Squash's Vision is for a vital and growing sport in NSW, supported by financially successful squash centres, and the recognition nationally for outstanding player and coach development.

This vision encompasses the following strategic themes:

- Support of members and their local communities to attract new players and retain active players
- Represent centres in the promotion of the game to Government and other peak Sporting Organisations
- Represent the sport and its promotion to the Public, Media and the Corporate sector
- Promote and administer competitions in NSW
- Be the centre of excellence in developing elite junior players, senior elite players and world class events
- Advise members on technical developments of squash to coaches, players and referees

VALUES

In our relationship and dealings with our stakeholders and each other, we will be:

- Collaborative - bringing everyone together
- Bold - ambitious, creating the future
- Innovative - embracing change
- Clear - communicating effectively
- Ethical - ensuring a level playing field

STRATEGIC DIRECTION

Over the next three (3) years, Squash NSW will focus its resources on the following Strategic Objectives:

- Improve Board and Committee governance, policies and practices
- Improve the management and conduct of competitions
- Identify and develop junior players for the future success of the sport
- Attract and develop senior players
- Attract and develop coaches and referees
- Continue to upgrade Thornleigh Squash facility as the opportunity arises to the highest possible standard

CHIEF EXECUTIVE OFFICER REPORT

The past financial year has been a frustrating for Squash NSW when dealing with Squash Australia due to their organisational re-structure, appointment of new staff, Board members changing regularly, development of a new Strategic Plan and the reduction in Australian Sport Commission funding. Nevertheless, we have worked efficiently together to drive and support our member centres, clubs and players.

Squash NSW has endeavoured to grow participation numbers by encouraging centres to introduce the National Matrix System to formalise In-House competitions and expose these new players to the Matrix ranking system. We also have signed affiliation agreements with Illawarra, Newcastle and City Business Houses Associations to capture their participation base. Both of these initiatives have shown strong growth in participation numbers in NSW. However, NSW believes the introduction of the new pricing model approved in December 2015 will have a major detrimental effect on the above initiatives. The pricing model introduced was not the model voted in by the Presidents Council, which is very disappointing.

Squash NSW has appointed a part time Sporting School Program (SSP) and Coaching Coordinator to deliver the SSP and arrange coaching clinics for existing coaches to obtain new accreditation coaching levels and encourage players to become new accredited coaches. This appointment has been very successful with NSW achieving Squash Australia SSP KPI targets and conducting many coaching clinics.

NSW representatives were recognised at the 2015 Squash Australia Achievement Awards held in Melbourne for the following awards:

- Senior Player of the Year Cameron Pilley
- Junior Male Player of the Year Jacob Ford
- Volunteer of the Year Peter Saxby
- Club of the Year Briars @Thornleigh Squash

My congratulations are extended to each winner for their effort and commitment to squash in NSW.

The continued decline of squash centres in NSW is having a major impact on our sport where real estate re-development is exceeding squash centre profitability. The future for squash is in joint venture community based indoor stadiums. NSW is in early stage talks with local Councils in this regard but more needs to be done.

Squash NSW looks forward to a productive year ahead to deliver better communication and services to all centres, clubs, players and officials.

Garry Somerville
Chief Executive Officer

PRESIDENT REPORT

2015-2016 has delivered significant achievements as the organisation has worked towards the completion of the Strategic Plan objectives and come to terms with Squash Australia changes to the affiliation fees.

Each Director has worked hard to deliver the objectives in their area of responsibility and delivered against their performance targets and timeframes. The following notable achievement has been delivered.

Governance

The Board has maximised operational, financial outcomes and accountabilities through implementing best practice policies during the year to meet this objective. Our participation numbers have increased over the past 12 months. This is due to a concerted effort to increase participants in our programs and services. More member clubs are now using the matrix to formalise their in-house competitions, which I would like to encourage more clubs to use. We warmly welcome all in-house and social players to the family.

Competitions

The Board has worked proactively to improve the coordination, management and conduct of the Sydney Pennant and the Premier League competitions. A review of the Pennant and Premier League was conducted for 2016 and new sponsors were found to support the Premier League. We thank all the sponsors who contributed to some wonderful and fiercely contested matches.

Newcastle and Illawarra Associations are now using the matrix for their competitions. This has contributed to the increase in player numbers. This may change with Squash Australia introducing a new method of charging their affiliation fees.

Junior Development

Our Sydney junior pennant competition has continued to grow with approximately 150 young people enjoying their squash and Saturday morning. This is a difficult area as we are competing with many other junior sports on a Saturday morning.

Our junior programs have gone from strength to strength through the hard work being done by our Development Manager Peter Saxby and State Coach Adam Schreiber. Peter, also a Board Member does all this in a voluntary capacity for which we all thank him very much. Peter travels 6 hours to Board meetings and then 6 hours back. (Yes, we do occasionally get him on the phone!) Our junior tournaments have been spread more evenly over all NSW regions.

Our NSW Squash Blue Tongues did us proud in Cairns at the Australian Junior Championships. It was a long trip for some of our "first" time team members but a great learning experience for the future. The standout player had to be Jacob Ford from Coffs Harbour. Jacob went through the whole event without dropping a game. He went on to win the Junior Player of the Year at the Squash Australia Awards. Well done Jacob and congratulations to all who were chosen to represent Squash NSW.

Coach Education

The appointment of a Coaching and Sporting Schools Program Coordinator has meant we are leading the country in the number of primary schools who have experienced squash as a sport. Thank you to Neeraj Aggarwal (Raj) for all your hard work. Coaching courses have also been held around NSW. We need people who are involved in teaching our juniors to play, to be accredited. This teaches them the latest trends in coaching. A thank you to Grant Gough for doing this for us.

The loss of Centres is a continuing worry to all. The Board is in talks with local area Councils to get squash courts included in any new multi sports centres they may be planning. It is a priority for all States and Territories to stop the decline in facilities. We are not the only State facing this problem.

Our affiliated Centres/Clubs remained at 72 for 2015-16. The Sports Commission is seeking player participation numbers from all sports, including squash. Squash Australia is pushing States and Territories to register 'ALL' players. How do we capture all the social players? Those players who just walk in off the street and book a court for 30 minutes are not interested in registering their names with anyone. It is an open ended problem we are all facing.

Our honorary Treasurer, Jeff Pails continues to give his time to Squash NSW looking after our finances, which we are greatly appreciative.

No sporting organisation can exist without its volunteers. To you all the Board says thank you for all the time and effort you give to the sport. Our referees are slowly increasing in number. They all work in voluntary roles for which we thank them.

To my fellow Board members, thank you for your support and help. We are very much a working board and you all have done your part extremely well.

Dawn Moggach
President

FINANCE REPORT

The year has been a good one for NSW Squash Ltd with the company reporting an operating profit of \$119,486.00.

Overall, total income has increased from \$381,139.00 in 2014-15 to \$419,153.00 this financial year.

An insurance recovery of \$11,727.00 makes this figure look slightly better than it really is.

Pennant income did reduce as in prior years, however junior income did increase, which is encouraging for the future.

Total expenses were slightly reduced from the 2014-15 year. Notable reductions in cost were for insurance and affiliation fees to Squash Australia. There was also a \$9,118.00 write-back in the provision for doubtful debts on the ASM Pty Limited loan. It should be noted that the Thornleigh Squash operations broke even for last year. I feel we can look forward to a further reduction in this provision for doubtful debts next year, as hopefully the Thornleigh Squash Centre will be profitable.

The company's balance sheet continues to show that NSW Squash Ltd is technically insolvent with current liabilities exceeding current assets by \$2,349.00. This deficiency is acceptable and could relate merely to timing differences.

During the year the company reduced the long term debt owing to the ANZ Bank by just under \$70,000.00 and it is hopeful that we can repeat this feat in this next year.

Even though our total liabilities exceed our current assets by \$235,956.00, the value of our Thornleigh Squash Centre at just under \$3 Million, gives the company and its bankers some level of comfort. In closing providing the Thornleigh Squash operations continue on at least a break even situation NSW Squash will continue to be a profitable operation over the ensuing years.

Jeff Pails
Honorary Treasurer

MARKETING REPORT

This has been a year where the marketing focus has been building on the digital communication foundations from the past 3 years and to continue to address the legacy financial challenges from within the current business. This year has seen significant growth in the promotion of events, centres and player achievements and has seen most centres improve their communication with the squash community, leveraging our website and Facebook assets. New opportunities are forecast for Next FY as Squash Australia rolls out updated communication tools for State and Territory Associations.

The marketing strategy this year has focused on:

- enhancing two way communication between the organisation of Squash NSW, its members and players
- improving our product offering to increase participation and improve financial returns.

Enhancing Communication

The Squash NSW website remains the central source of news, coaching resources, regulations, rankings and the squash calendar. It is supplied by Squash Australia but needs to be maintained by the local association. During FY16 this site will receive a major upgrade as Squash Australia migrates the State and Territories Associates to a new platform that will facilitate the use video and live streaming of events.

The main focus of the website this past year has been as a primary resource for tournament and event information. With a bumper tournament calendar again this year most of the activity has been event posters/entry forms and results. Articles and news are increasing as Squash Australia has increased the output of country wide news stories and we continue to deliver at least one local new story per month.

The Facebook group continues to grow in usage by Squash NSW members, players and promoters as the most up to date source of information. This has become a convenient and fast place to enter events, squash articles and information or to voice concerns. Increasingly this year there has seen a great deal of amateur video uploaded, which has given more of a feel to local matches and events. I have run some trials of small player interviews that seem to have been warmly received enhancing identification and promotion of our players. The Squash NSW Group now exceeds 1,300 members.

Product Development

The product or services offered by Squash NSW continue to evolve attempting to meet the needs of both our members and funding sources.

The NSW Premier League has been a major innovation providing centres a product to market to attract new and lapsed players to their centre by showcasing our elite players in an event format. This has also had the additional benefit of reconnecting with some of our great players who have not been actively participating in major grades for some time. Three seasons have been completed and the format continues to evolve based on the feedback from centres, sponsors and players.

Promoting member events now happens in 4 areas, via the online squash calendar, Squash NSW website, Facebook and Instagram. New information including event posters and entry forms, courts for sale etc are generally distributed online within 2 days of receipt. Follow-up and summary news articles or posts are additionally created for the website and Facebook to further promote events and key information.



Discussions have been held on a variety of new pennant and playing formats but at this stage there is not critical mass to conduct a trial. Hopefully this situation will change in the next financial year.

Next Year

Looking forward into next year I will be looking to expand and leverage the trials in place in terms of Premier League and Internal competitions, and looking to run some trial on new pennant formats. I look forward to the coming year and continuing to build on the momentum that has been achieved over the past 3 years.

Scott Johnson
Director
Marketing

DEVELOPMENT and REGIONAL REPORT

Performance Pathways Program – NSW

The NSW Academy Program has continued strong growth during the year providing coaching services to country and metro players and raised the profile of our best juniors. A total of 8 Academy Camps were programmed for implementation during the year with two of the Academy Camps compulsory for the State Junior Team.

This year the Pathways Program has continued to be spread with Academy Camps conducted in four country regions and several camps at our home of Squash at Thornleigh. Taking the program to Country Regions has been successful in identifying potential future representatives and giving them skills to develop. Academy Camps held in country regions also helped in promoting the game and activities to engage in. The Academy Program provided some relief in costs to families for accommodation and travel to Camps.

Funding Support for Pathways Development Activities in 2016/17

With a greater number of players joining the Pathways Program, NSW Squash Junior Development Program has been able to continue to provide sessions to the junior membership. It has been largely funded by the user pay approach, with the participants enjoying the activities provided by the State Coach Panel. Squash NSW has been the big contributor to the State Team for the AJC during each year.

This year, there is a greater understanding and involvement in the Pathway Programs, with a number of junior players successful in being selected in National Travelling Squads and State Squads. NSW sent a Travelling Squad to the Victorian Age Championships and were successful in winning several age divisions. Congratulations to Champions Jacob Ford U/17 Boys and Jemma Besant U/13 Girls.

Future Academy Camps however need to be promoted to all centres within regions setting out opportunities and benefits of programs to athletes, especially in the smaller country towns. The junior representative selection criteria are a key element of the Pathways Program for anyone seeking state representation and can be viewed on the NSW website. This is an area that can be further promoted to our junior membership setting out the benefits of the program in 2017.

Regional Services

In the South East Region, Dapto Squash Centre successfully conducted the NSW Country Junior Championships in April, which was a Silver Ranking Tournament for juniors. A special thank you to Tony Bullman for his work in the Illawarra and South East Region.

Schools Program

The Active After Schools Program (Sport and Recreation) was wound up in December 2014. This was to make way for the introduction of the Sporting Schools Program by the Australian Sports Commission to be introduced from 1 July 2015. NSW Squash Centres had been instrumental in leading the Active After Schools Service on a State basis and had 14 active centres taking part to deliver the program to thousands of juniors. The new Sporting Schools Program enables schools to access grants to pay for equipment and coaches to deliver a sports program (32 sports approved for inclusion in Sporting Schools Program) whether it be during school hours or after hours. Schools and Squash Coaches need to register with Neeraj Aggarwal, Squash NSW SSP Co-ordinator to take part in the Government funded service.

Tournaments

The NSW Tournament Calendar continues to advertise sanctioned events, which form part of the Squash Australia Tour. Currently NSW has 21 junior events, which provide categorised ranking points for participants for use in determining State and National Rankings. The Senior Circuit is heavily populated with events in the metro region with events every two weeks.

Squash Australia is proceeding with IT systems to gather player data for use such as national rankings scheme and participation numbers, Squash NSW has not aligned with this proposal to date. Squash NSW will continue to use its own State Ranking system for State junior selections and update Squash Australia with performances four times per annum. Details are available on the Squash NSW website.

During the past 12 months juniors have competed in National and State Events with some outstanding performances mentioned below:

Oceania Junior Open - Platinum - Labrador Queensland
Best Performance Girls U/11 - Stephanie Head 3rd place.

Australian Junior Open - Platinum - Davenport Tasmania
Best Performances Jacob Ford U/17 Boys 3rd place
Best Performance Jemma Besant U/13 Girls 2nd place.

Australian Age Championships - Platinum - Cairns Queensland
The Australia Age Championships were conducted in Cairns Qld in 2015.
Individual Championships:
Congratulations to Shehana Vithana U17 Girls Champion, Jacob Ford U/15 Boys Champion, Georgie Lane 2nd U/13, Rachael Gibson 3rd U/19, Georgia Moore Dapto 3rd U/17 and Jemma Besant 3rd U/13.

NSW finished third to Qld in the Teams event.
The NSW State Team performed strongly under the guidance of State Coaches, Adam Schreiber and Scott Butcher.

NSW Age Championships - Gold – Thornleigh
Under 11 Boys - Jordan Ghattas Wyong NSW – First
Under 11 Girls - Shahana Sahadevan Thornleigh NSW – First
Under 13 Boys - Jack Quinlivan GVS Vic – First
Under 13 Girls - Georgie Lane Dunedoo NSW – First
Under 15 Boys - Ryan Bushel-Keegan Bathurst NSW – First
Under 15 Girls - Laura Moloney Coutts Crossing NSW – First
Under 17 Boys - Ryan Marshall Willoughby – First
Under 17 Girls - Vanessa Graham Phoenix NSW – First
Under 19 Boys - Jesse Keegan Willoughby – First
Under 19 Girls - Rachael Gibson BSC NSW – First

NSW Country Championships - Silver – Dapto
Under 19 Boys - Jacob Ford – First
Under 19 Girls - Shehana Vithana – First
Under 17 Boys - Zac Zammitt – First
Under 17 Girls - Skye Loach – First
Under 15 Boys - Haani Qureshi – First
Under 15 Girls - Hanna Smit ACT – First
Under 13 Boys - Nicholas Roppa - First
Under 13 Girls - n/c



NSW Academy - Pathways Program

The Academy Program was conducted in Hunter, Western, South East and Northern regions during 2015/16. More than 80 participants have attended these development camps, opening up opportunities for a number of local players to become involved in State Programs. The camps were attended by Adam Schreiber, State Junior Head Coach who spent time on skills development with all players and giving them challenges to work on when back at their own centre. It was encouraging to see the number of new players taking part and encouraging to see them participating in the Bronze development tournaments in the regions. Adam has been assisted by the 2015/16 Coaching Panel of Scott Butcher, Matt Karwalski, Brett Hyland, Roy Ollier and Anthony Thomas. Squash NSW thanks them for their assistance in delivery of court sessions.

NSW Travelling Squads - Australian Development Teams

A number of players were selected from the NSW Academy Squad to compete in Squash Australia Development Squads against countries in the Asia and Oceania Regions. Congratulations to Jacob Ford, Shehana Vithana and Laura Moloney on their selections during the year.

The absence of engaging a High Performance Coach in Squash Australia during the past two years has been detrimental to the sport. Selection criteria is now available to the development groups within our Pathways Program but the decline of funding support for programs is very imminent as funding reductions to the states taking effect from 2016. Further reductions are likely in 2017 in the areas of Grant funding to support tournaments and development programs. Squash NSW will have to review and prioritise programs within its calendar and budget control.

NSW State Calendar

Sanctioned NSW Junior Tournaments were conducted in a number of regions this year. Primarily to bring focus of our sport to regional areas Silver Ranking Tournaments were held in Cardiff, Hunter Region, Dubbo, Western Region, Coffs Harbour, North Coast Region and Willoughby, Sydney Region. In meeting State Selection Criteria, juniors must compete in two silver events, which enables players to take advantage of match ups to determine State rankings.

The continued growth in senior tournaments conducted in the metropolitan region offers players ample opportunity to find an event. Aspiring country players have to take up opportunities to enter these events to further their skills and experience. It is disappointing to see however a decline in the number of Sydney players prepared to participate in country events due to the abundance and choice before them in their own locality. Country events have always proved popular and with better use of media services they offer great value weekend getaways and experiences.

Facilities

The number of centres operating in country regions remains stable and is centred on local participation in smaller towns with one or two courts. An example of this is the refurbishment of the Goulburn Club court carried out by Court Care earlier this year. Dapto has added an additional court bringing the number to five courts and offering customers improved services. Work has commenced on Cardiff Squash Centre to provide a modern 8 court centre. Yamba Squash will soon have restored their centre to a three courts, which will greatly add to the longevity in the North Coast Region. The sale of Tamworth Bunkhouse and Squash Centre provides new opportunities in the New England Region and discussions have taken place to assist in renewing and raising the sports profile in the city for 2017.

Special acknowledgements

Scott Johnson - Media promotion of services and events NSW Squash

Adam Schreiber - State Academy - Head Coach

Neeraj Aggarwal - NSW Sporting Schools and Coach Education Co-ordinator

Grant Gough - Coach Education Presenter and Assessor for Squash NSW

Dawn Moggach - President Squash NSW

I would like to take this opportunity to thank each and every one for their support during my time as Director. It has been a challenging time with too many highlights to mention. The Pathways Program has been a key player development project and continues to undergo new and at times very challenging changes as Squash Australia re-defines programs and direction. My work has and is quite time consuming.

On a brighter note, one of the best rewards for me has been to see and help juniors achieve their best at all levels, whether Regional, State or National level and be the best they can be.

I look forward with interest Squash NSW initiatives in the coming year.

Peter Saxby
NSW Pathway Manager & Development



Photography Pine Creek

AUSTRALIAN JUNIOR TEAMS CHAMPIONSHIPS
CANBERRA - 2015



AUSTRALIAN JUNIOR TEAMS CHAMPIONSHIPS
CANBERRA - 2015

MATRIX REPORT

In line with our Strategic Plan, we are continuing our attempts to increase demonstrated participation numbers for squash in NSW. For Squash NSW, this means increasing the number of players registered on the Squash Matrix.

We have now dropped the price for the Matrix usage to \$150 annually, which we have calculated will be enough to cover our fees to Squash Australia for use of Squash Matrix, despite the drop in revenue. We are hoping that at this price will encourage more centres to take up this offer.

In the last twelve months, we have added Crookwell, Nowra-Bomaderry and Parkes to the list of centres using the Matrix. Together, these centres added another 120 players to our number of registered players.

On the Affiliation front, the City Houses competition has signed up and is using the Matrix for their competitions (approximately 220 players). Unfortunately, we have not yet been able to find a way to convince NSW Masters Squash to affiliate.

Scott Johnson has been doing some great work in growing the Sydney Junior Pennant, and that has accounted for around 100 new junior players this year.

The work continues...

Tim Toohey
Director
Matrix

THORNLEIGH SQUASH CENTRE REPORT

Thornleigh Squash has had a tremendous year, winning the Squash Australia Club of the year for 2015. The report below outlines our achievements through this period. It details the hard work that continuously goes into the sport not only for the club but for the development of squash in NSW as a whole.

I provide the following highlights and successful initiatives that have achieved Thornleigh Squash's recognition as the Club of the Year.

Thornleigh Financial Analysis

Income

- Approximately \$110,000 was brought in through memberships (\$60,000 increase on last year) and \$65,000 through casual court hire.
- Another major revenue source was sub leasing of the facility, bringing in \$23,500.
- Competitions and upfront cards were down by \$18,500 but this was due to the massive increase in memberships.

Expenses

- The L.E.D lighting reduced light and power bill by \$7,000 thus making back our money in the first year.
- ASM has invested \$4,500 into repairs and maintenance of the facility whilst paying an increase of \$5,000 in rent for the year.
- Wages and Salaries were down by \$7,000 on the previous year.
- Other expenses have very little variance. The employment of contracted cleaners once a week has assisted in maintaining a better standard of cleanliness.

Thornleigh Events

- NSW Junior State titles in July
- Australian Open Briars Tour Group
- Thornleigh Open
- Thornleigh 1 day Junior Bronze Event
- Club Championships
- multiple timed events
- 7 Box Challenges with 72 – 78 people in each season
- Ryan Cuskelly & Cameron Pilley exhibition match
- One80TC Charity Golf event
- 10 teams in the Autumn Pennant and 11 teams in the Spring Pennant, both seasons having a Premier League team sponsored by Briars
- Major league North Premier Champions in Autumn.

Club Improvements

- Replaced vandalised copper piping
- New Scaffolding for facility
- L.E.D lights installed throughout
- Purchase of a Squash Cannon
- Installed new shower head and soap dispensers in men's and women's change rooms
- Built a new personal training studio in car park
- Removed chairs behind courts which were a liability to the safety of patrons
- Application for a liquor licence has been put forward
- Painted and repaired court front walls
- Repaired leaks in roof and damaged floors on court 9.

Marketing Programs

- The launch of Group-on voucher program at Thornleigh, which brought in over 200 new customers to the club throughout a 6 month period. Thornleigh was the testing club, with the intention to make a State wide and potentially a nationwide marketing platform.
- Launch of a Shop-a-docket promotion.
- Members can bring their children aged 6 and under for free to play. This has had great success in bringing new kids into the club and exposing them to ball sports. The aim is to have the parents teach their kids the basics so that when they start juniors it is easier to teach.
- Alignment with charity One80TC has exposed squash to other various market segments that we would not have reached before.

What 2016–2017 Brings

The building blocks have been laid for programs and initiatives to be implemented in 2017. Below you will see what they are, these are very positive for the future of squash not only at Thornleigh but for Squash NSW as a whole.

- Starting on the 6 November is an elite training squad that will be conducted fortnightly throughout the year. It will be headed by Adam Schreiber (NSW Junior State coach), Michelle Martin (Former World no.1), Matt Karwalski (Former World no.50 and Board member) and assisting will be coaching staff of Thornleigh Squash.
- Talks are in the process to bring Madeline Perry to the club to assist with junior and senior training programs.
- Potential for fitness classes to be operated by the club and a new personal training leasing program.
- Hosting State tournaments and potential Masters Tournament.
- Approval of a Liquor Licence, which will allow for extended hours of operation on a Friday and Saturday night.
- Talks with Lollipops Play Land continuing to be developed the front of 6 Duffy Avenue.
- Development of a new squash centre to be built in Five Dock, which ASM will tender for its operation and management, which will continue to be a Briars club for the South/West region.
- Development of managers and training programs to take over the lease on clubs that are struggling or looking to sell.
- International Tournament on Circular Quay.
- Development of an operating manual for court owners to help move their clubs forward.

Thornleigh Squash will continue to be a positive model for all other squash centres and strive to secure a future for squash in NSW with innovative programs and marketing strategies.

Anthony Rex Thomas
Thornleigh Squash Manager

REFEREE REPORT

2015-16 saw Squash NSW Referees officiating at many tournaments, not only in NSW but all over Australia and indeed the World. The National Refereeing Manager, John Small and a local referee officiated not only in Australia but in the Oceania Region as well. Chris Sinclair our WSF Assessor announced her retirement from refereeing but will continue to take on championship referee roles.

In the past 12 months we had 7 people do the examination paper, with one obtaining his Club Level accreditation. We have two of our current accredited referees endeavouring to get their National accreditation and State Level accreditation. Keep at it guys as it will happen. As I said last year, we need more accredited referees. Remember, you get the best seat in the house when you give your time to help the players in this way.

In 2015/2016 Squash Australia introduced an elearning module for referees. I believe it has some teething difficulties, which I am sure they will soon be ironed out. It remains to be seen how this sits with the players' confidence in those who obtain their accreditation in this manner.

Since Squash Australia stopped the practice of having States/Territories send a referee with their junior teams to the Australian Junior Championships (AJC), it has meant less practical work for our referees under tournament conditions. I hope they relook at this for a couple of reasons:

1. To give the referees more exposure under tournament conditions and obtain any re-accreditation that may be required by that person.
2. Have more accredited referees to meet the AJC Policy requirement.
3. Each State/Territory would cover the cost of airfare, allowance and accommodation at the event. This would be a cost saving to the event.

We thank Squash NSW for their continued financial support and hopefully during the next 12 months we will have more names on our list of accredited referees.

Dawn Moggach,
Referees Co-ordinator

PENNANT ADMINISTRATOR REPORT

The 2015 Spring Pennant had a total of 1,213 players registered across the five districts with the North District continuing to have the largest number of players at 434. The West had 204, South/East 201, East and South each having 156 and Major Grade players of 62.

The 2016 Autumn Pennant had a total of 1,413 players with the North District having 488 players, West 243, South/East 217, East 200, South 191 and Major Grade players of 74.

For the first time in a long while there have been more players in the Autumn Pennant compared to those in the Spring Pennant. This has resulted in an extra Division in the South and the East.

In the South/East the number of ladies playing in a ladies only pennant has slightly declined resulting in only three Divisions compared to the usual four. It was decided to run an 8 key draw in Division 1 only and 6 key draw for Divisions 2 and 3 hence no byes, which the ladies appreciated.

Clubs such as Wentworthville Leagues Squash Club, North Shore Lane Cove, Willoughby and Bondi continue to register a large number of teams throughout the year with a total of 64 teams between them.

There was a merger between two clubs in the East with SSJRLC Squash Club and West Mutch Park joining together to become The Juniors with a total of 14 teams, which also includes ladies teams.

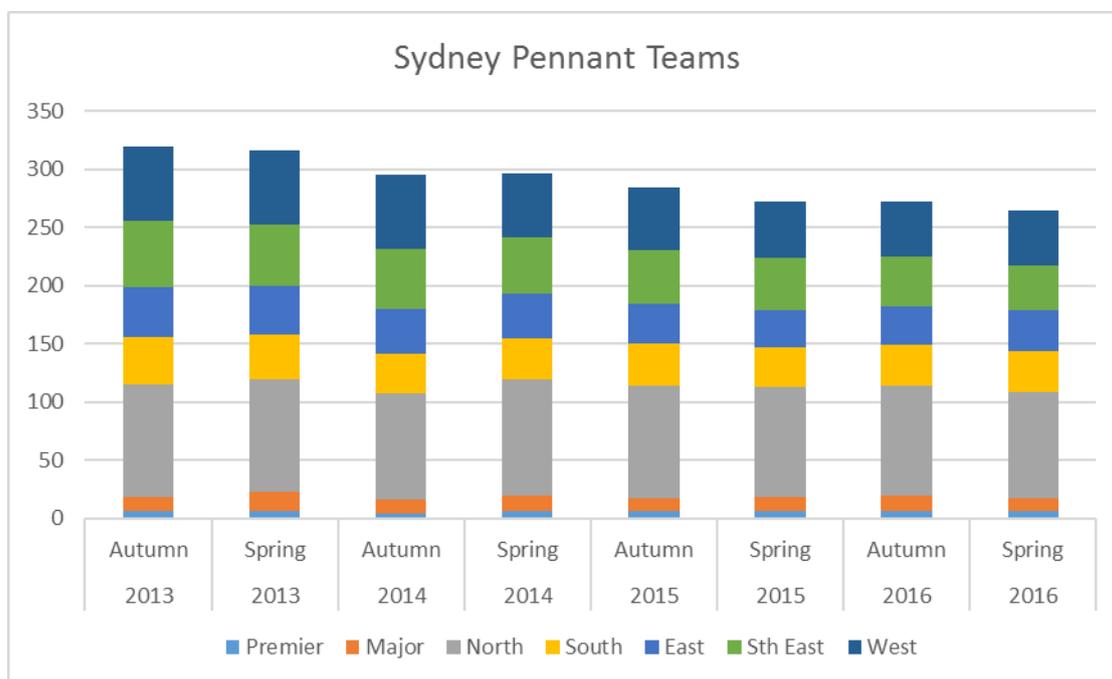
For the first time in my position as Pennant Administrator there was a unique finish for four teams as grand finalists. In the West Division 1 Wenty Leagues 01 v Baulkham Hills 01 were joint winners as well as Dgen 06 v Squashlands Liverpool Metro 01 in Division 7 in the South.

Jo Keegan
Pennant Administrator

COMPETITIONS DIVISION COMMITTEE REPORT

The Competition Division Committee (CDC) has continued to review the operation of the Sydney Pennant and operated several new trials to improve our products.

Following changes made to the Sydney Pennant structure last year has been a year of stabilization.



Several new trials we been undertaken this year including the NSW Premier League and the ability for major grades players to play in District grades and trialing a handicap system in the West for the large lower graded spread. In all, these changes have been positive to the competition but remain under review and refinement. Scheduling remains one of the largest challenges from these initiatives.

I would like to thank the efforts of the CDC members Jo Keegan (Pennant Administrator), Dawn Moggah (Referees), Carlos Franco (South/East), Peter Pears (West) and Mark Mason (North).

Scott Johnson
Chairman CDC

SYDNEY JUNIOR PENNANT REPORT

The Summer and Winter Junior Pennants continues to be a great success in 2015–2016.

The introduction of new teams from Northmead for the first time and Briars @ Thornleigh providing seven teams for the first time shows the keen interest in participation for these seasons. Willoughby and the East Coast Squash Academy continue to produce an excellent standard of junior player and maintain the number of teams in every season.

Each season has maintained 12 Divisions with 42 teams in the Summer and 51 in the Winter Pennant, a total of 160 players in each. We have phased out the long/short scoring method and moved to win by 2 for most Divisions except 9 to 12.

We have provided greater education on rules and scoring at the start of each season and introduced training sessions when teams have a bye by utilizing the Squash Cannon, which has proven a valued asset to Thornleigh Squash for on court training during this time,.

Unfortunately, we failed to introduce Bondi/Waverly into the competition due to Knox and Barker expressing concern for travel and getting supervisors to the games.

On the upside Barker has been delivering constantly 50 plus kids each term and Knox have a strong contingency with approximately 56 in the Pennant competition and another 65 for their internal competition catering for their boarders and the preparation of new players for the pennant competition.

Anne Gleason has been recovering well from her health issues and is the head of Knox and Barker Squash. Anne continues to help with grading and co-ordination for the pennant competition. A big thank you to Anne for her continued support in helping with the Junior Pennant competition from Squash NSW and the other organisers.



Anthony Rex Thomas
Junior Pennant Co-ordinator

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