



## **SRASA BOARD OF DIRECTORS MEETING**

**MEETING:** Board Meeting Monday 3 February 2014

**LOCATION:** 5.15pm, Hindmarsh Room at Deloitte's, Level 17, 11 Waymouth Street, Adelaide

### **1 ATTENDANCE**

#### **1.1 Present:**

G. DeVizio (GD)	L. Franzi (LF)	C. Johnstone (CJ) left at 6.05pm
P. Stevens (PSt)	P. Teale (PT) (Chair)	K. Tessari (KT)

**Ex Officio:** P. Sinnott (PS) - General Manager

**Guest Speaker:** Shane Barton-Ancliffe (SBA) (Club Manager, Racquets SA)

#### **1.2 Apologies:**

S. Abishara (SAb)

### **2. CONFIRMATION OF THE MINUTES**

Minutes from 25 November 2013 approved

*Moved: Kym Tessari      Seconded: Patrick Stevens      Carried.*

### **3. ITEMS ON AGENDA (Reports Circulated Electronically Prior to Meeting)**

#### **3.1 Racquets SA – Introduction to Club Manager, Shane Barton-Ancliffe (SBA)**

Phil Sinnott introduced Shane Barton-Ancliffe, the new Club Manager of Racquets SA who commenced employment on Monday 13 January 2014. Shane has worked in the industry 15 years, initially as a cook at Dundees in Murray Bridge. Shane has been the Assistant Manager, and Manager of Murray Bridge Community Club. With a few minor changes to the Murray Bridge Community Club, Shane was able to increase their patronage. Shane will use this philosophy with Racquets SA. He is hoping a few minor changes to structure and promotion will grow Racquets SA. Patrons have already noticed increased friendliness and effectiveness of staff.

SBA spoke of South Road frontage being a major asset, touch up the inside to make the venue look cared for and a place to be proud of. Promote family friendly feel, with kids eat free Mondays and Tuesdays.

A new name change was discussed, 'the Southern'. Letters will be sent to all Members explaining the new name, and how this will help to give the Club an identity within their local Community. The Board agreed it is important to hold onto the venue History, by way of old memorabilia of Racquets SA, Mitsubishi site, Squash and South Adelaide Football Club.

PS and SBA have worked through cost cutting, with a list of maintenance/replacement items - within budget, plus additional expenditure items to be approved by the Finance and Audit Committee.



The Board asked Shanes priority to renovate, he said ideally he would like to:

- New carpet (not carpet squares) and repaint inside
- Replace lounge area with new furniture
- Upgrade carpark entry facade to Racquets, including new signage
- Move gaming room walls to increase bar space

The Bistro ran at a minor loss in January, needs a staffing restructure to give current chef 2 days off/week. The kitchen is running steady with a menu targeting older patrons. Minor changes will be made to the menu to streamline.

PS and SBA are currently reviewing the budgets, including discussions on payment plan for new gaming machines as opposed to cash purchases. PS – Improvements to Racquets SA will be accompanied by a report that outlines how this will achieve new revenue streams.

The Board welcomed Shane to the position and thanked him for his time.

### **3.2 General Manager's Performance Appraisal (In Camera)**

### **3.3 Board Positions**

Cheryl Johnstone announced her resignation from the Board after 4 years of service. She spoke that it was for personal reasons, she found herself unable to dedicate the time to the Board that is required. PT/LF spoke how Cheryl's contribution has been valuable to the Board. Cheryl expressed her hope to keep involved with the Women's Development Group. PS thanked Cheryl for her time on the Board.

Cheryl left the Board Meeting at this time (6.05pm).

Philip Teale's employment requires him to relocate to WA in April, therefore it is a pressing priority for the Board to source a new President. The person will need to be available at short notice. PT/PS have spoken to the Finance Committee as the roles are intertwined, but there were no takers for the President's role. Any Board members interested? It was mentioned AICD have a registry of not for profit directors, looking for Board experience. A Community Program via Business SA also offers a program that provides professionals with practical experience in Boards directorship.

Board members to nominate/fill casual vacancy until next AGM. Each Board Member to identify and approach potential members, are after specific skill sets to fill positions.

### **3.4 Strategic Plan 'Learnings' Paper (PS)**

PS tabled the Strategic Plan Learnings paper (circulated to the Board prior to the meeting). Key priorities to focus on at the moment are recruiting new Board Members and populating Advisory Groups. Once we have a full Board, we can move forward with Strategic Planning, currently proposed for May 2014. PS suggested this is a good opportunity to access the 30 hours of that ORS have offered to pay a facilitator for the project. The Board agreed to this. Use Learnings Paper as a guide/reference for Squash SA's future planning discussions.

Further information regarding the Strategic Plan Learnings paper is noted in the General Manager's Report.



### **3.5 ORS 360 Review Action Plan (PS)**

PS tabled the 360 Review Action paper circulated to the Board prior to the meeting. Following discussion, the Board endorsed the Action Plan.

Further information regarding the ORS 360 Review Action Plan is noted in the General Manager's Report.

### **3.6 Tonsley Park Development Background Papers (PS)**

PS discussed the Tonsley Park Development as an ideal opportunity to house a State Squash Facility, and would compliment co-location to Racquets SA. PS has met with Colliers International and Renewal SA to discuss earmarking a fitness and squash centre within the Precinct.

The Tonsley Development would help capitalise on Racquets as there are no licensed venues on site, and would also be a great opportunity to showcase squash due to the transparency in plans to see what all buildings 'house'. PS illustrated the area as per the Main Assembly/Town Square floor plans.

The Board suggested

- A professional business case be prepared to explore if this option is sustainable
- Develop conceptual plans as opposed to architectural drawings, as architectural plans, brief and quote are too costly
- Glass court could be utilised in this facility

PS to progress discussions and source potential funding partners (Uni's, Renewal SA). PS suggested the Board take a tour of the Tonsley site to see the progressive innovations and the uni spaces.

Further information on the Tonsley Park Development paper is noted in the General Manager's Report.

### **3.6 Women's Development Strategy (CJ)**

Cheryl resigned from the Board prior to this Agenda item. No report tabled. Postponed to a future meeting.

## **4. GENERAL MANAGER'S REPORT**

### **4.1 General Manager's Report**

#### **STRATEGY**

##### Clubs SA Lobby Group

The GM met with Stephen Marshall and Ian Evans on 26 November to lobby for better tax breaks and funding opportunities for sporting groups that operate licensed venues. The lobby group consisted of Squash SA, Parafield Gardens Community Club, Football Federation SA, S.A.N.F.L, Bowls SA, Clubs SA and Clubs Australia.

The GM will represent Squash SA and Racquets SA on the lobby group that will run a pre-election campaign "Sport Matters". It is anticipated that Squash SAs involvement in the campaign will leverage our profile with government and build community awareness that squash is still active and a key stakeholder in the bigger sporting industry. Squash SA/Racquets SA investment is \$2,000.

The Campaign is a front foot campaign (not a sledging of government message) and aims to increase awareness of and support for, the value of sport in the community.

Two central messages will be delivered by sporting stars, including Chris Dittmar.

1. Investing in sport makes sense at all levels and pays dividends, economically and socially. It is a crucial part of SA life and deserves additional support, particularly when targeting youth,
2. While more than 1M people play sport, thousands more miss out due to funding shortages. Funding should be a high priority of Government.

## 2014 Strategic Planning

The GM presented a Strategic Planning Outline at the 24 November Board Meeting – Project Overview, Objectives and indicative time frames. The Board agreed the working group would progress the Strategic Planning Framework. The working group was unable to meet prior to Christmas.

The GM provided ORS a copy of an extract from the GM report (presented to Board) with the indicative timeframes, and negotiated to obtain services of a facilitator for up to 25 hours to be paid by ORS.

The Facilitator would work with the GM and working group to further develop and finalise the framework, conduct workshops and write the Strategic Plan.

From the profiles and reviews of each Facilitator, presented to the GM by ORS, Donna Evans appeared to be the most creative, motivational, and best fit for Squash SA.

Her website for back ground is [www.makingthingshappen.com](http://www.makingthingshappen.com)

**making things happen™**

home about how? clients thoughts & ideas helpful links  
contact

refreshing, relevant, communication

bringing people onto the same wavelength, managing change and facilitating success

The extra pair of hands, the time that you don't have to make things happen.  
It's all about people.

**Facilitation, Planning, Change**

No matter what anyone tries to do, we can't do the very best without getting others involved – it can be so difficult and we miss opportunities. Having an outside hand promotes change and invigoration.

[READ MORE](#)

**Stylish Communication - Websites**

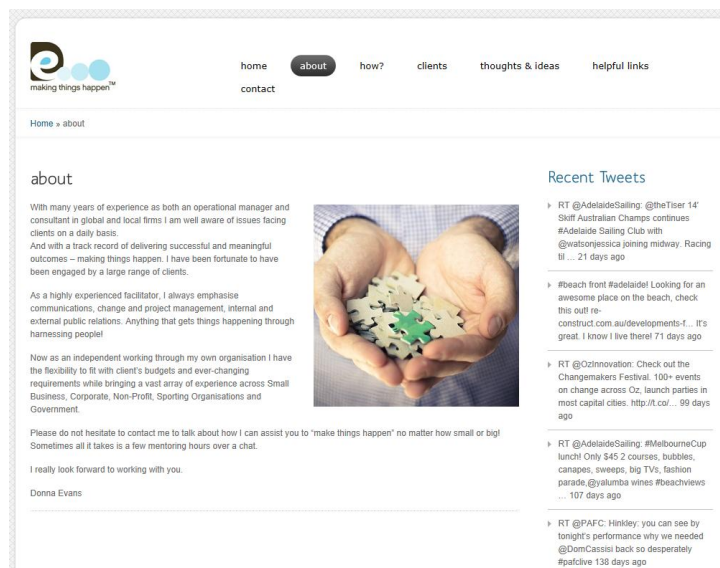
You really need a useful, simple message for your current and potential customers. Powerful. Concentrate on doing what you do best, get someone who loves to communicate to talk about it for you!

[READ MORE](#)

**Mobile Apps for Small Business**

"Mobile marketing is key to small business growth in the next 5 years" Source: Survey of 500 small businesses by Web.com

[READ MORE](#)



The GM is seeking the Boards approval to engage Donna Evans. Pending Board approval, the working group will meet with Donna to progress the strategic framework, timelines, brief and process in the coming weeks.

A Strategic Learnings paper is attached for this report for consideration and discussion by the Board. The below images are of the Anvers Cellar Door which is the proposed location for the Board Strategic Planning Workshops.





#### ORS 360 Action Plan

At the 18 March 2013 Board Meeting, Dale Welsh, Industry Advisor Office for Recreation and Sport attended the Board Meeting to discuss the 360 review process. In July 2013 the Board were provided with an overview of the key findings of the 360 review undertaken by the Office for Recreation and Sport. The summary of the findings was also reported to members at the Annual General Meeting. Part of our funding obligation is to prepare an action plan to address identified performance areas. A copy of the 360 action plan has been submitted with ORS and is attached to this report. A hard copy of the 360 review survey will be available at the Board Meeting.

#### **FACILITIES**

##### Tonsley Park

Philip Teale, Sam Abishara and the GM attended a tour of the Tonsley Park Precinct, hosted by the Property Council of SA. At that tour, the GM made arrangements to meet with Revenue SA and Colliers International, as there was no plan identified by the developers to incorporate Sporting and Leisure infrastructure at Tonsley Park.

Lynton Franzi, James Rogers and the GM met with Revenue SA and Colliers International in December 2013. The Developers were keen to incorporate a multi purpose Squash Facility and Gym within Main Assembly Building as part of the town square, a 5 hectare undercover floor space (design plans below).

Following the approval of the Finance and Risk Committee, the GM has met with Swanbury Penglase Architects responsible for designing the Tonsley Park Town Square. The brief is to further develop the concept of a multi purpose Squash Facility, in accordance with the Tonsley Park design and planning regulations.

There are several pros associated with investigating the Tonsley site as a possible site option for a State Squash Facility:

- Costly major capital infrastructure is already in place (concrete foundation, roof, utilities)
- Co-Location to University, TAFE Students and residential target market
- Co-Location to Licenced Club, Racquets SA.
- Design specifications require building to be 75% transparent materials, design requirements are conducive to glass back squash pods
- Possible funding via land bequest

This project is overseen by the Facilities Advisory Committee, comprising of Mark Goldstone, Lynton Franzi, Chris Dittmar, James Rogers and the GM. A meeting will be scheduled with Revenue SA, Swanbury Penglase and the Board to discuss concept designs and the future potential of this opportunity.



**KEY**

POSSIBLE LARGE TENANCY  
POSSIBLE SMALL TENANCY  
CIRCULATION AREA  
FOREST AREA  
OTHER TENANCY

**SCALE BAR**

0 20 40

(10)





## MAIN ASSEMBLY BUILDING



ACTIVITY WITHIN THE TOWN SQUARE - ARTIST'S IMPRESSION



VARIOUS BUSINESS TENANCIES - ARTIST'S IMPRESSION





#### Somerton Squash Centre

The Somerton Squash Centre Owner has elected not to coordinate any teams for the 2014 Autumn Pennant Competition. Somerton Squash Centre has delegated Kim Murray to be the Club contact. The Somerton Squash Club has nominated 1 team in the 2014 Autumn Pennant (11 Somerton teams Spring 2013).

Consequently, the impact flowing down to the total number of Pennant Players in the 2014 Autumn Pennant has decreased only slightly, 417 in Spring 2013 to 406 in Autumn 2014.

#### Racquets SA Gaming Performance

The GM provided a report on Racquets SA Gaming Performance which has Financial Tables provided, this table will be recorded in camera.

Gaming performance has been consistent over the past two months and trends reflect turnover consistent with the same time last year.

### **SERVICES**

#### 2014 to 2017 Anvers Sponsorship

A \$15,000 cash sponsorship per year over the next three years has been secured with Anvers Wines. In addition, the sponsorship includes inkind donation of wines to assist with volunteer gifts and tournament prizes. It is envisaged the cash component will be allocated to squash development.

### Anvers Junior Sponsorship 2014

#### Senior Tournaments \$2,500

There are 5 senior tournaments on the 2014 Squash SA Anvers Senior Calendar (excluding the SA Open) that are run by the clubs with Squash SA supporting the promotion of the event. Over the past few years clubs have not taken the time or effort to run these events or find sponsors. Last year South Adelaide, Loxton, Karadinga and Next Generation created senior tournaments off their own back and Squash SA would like to encourage these clubs for "doing the right thing." I would like to use a maximum \$2,500 of Anvers sponsorship money to match each tournament on prize money up to a maximum of \$500 per event. This will lift some tournaments to \$1,500 and encourage others to find \$500 sponsorship of their own. In 2014 Development Squad juniors will need to play at least 4 senior tournaments (as well as their junior tournaments) to remain in the squad and qualify for the state team. Juniors love winning money and having more events where they can do so will encourage them to work harder.

#### Junior Tournaments \$2,000

Squash SA have run every junior tournament in SA for the past 5 years. Clubs currently don't have enough juniors or volunteers to encourage them to run their own event. Typically entries float between 25-60 kids at each event based on the venue and timing of the tournament. I would like to use some Anvers sponsorship money to make these events more encouraging to play. One idea is to hire a bouncy castle for a couple of hours whilst the tournament is on. This has been done in other states and turns an old dead centre into a fun vibrant event. I have wanted to do this since I came back from the states but we could never find the funding to do it. Another idea is to start the tournament after lunch on a Sunday (instead of 9am) and put on free pizza at the end. This would encourage more players to stick around and create a social atmosphere which we know is one of the key parts of a healthy squash environment. Lastly kids love prizes, we currently give out vouchers that can be redeemed at Squash SA affiliated centres from \$10 to \$30. This is also popular with the centres as kids may have \$50 worth of vouchers and buy a \$150 racquet with some of their own money.

#### Development Squad \$2,500

The State Junior Development Squad is well supported by Squash SA, but the players are still charged \$400-\$600 each per year to help cover court costs. I would like to use about \$1,900 towards getting hoodies or jackets made for the squad. It's been 2 years since they got them last and they were very popular then. A good looking jacket helps unify and strengthen the squad especially when they are interstate at tournaments or playing senior pennant away from the squad environment. I would also like to use \$600 towards hiring 2 mini busses to take most of the squad to the Victorian junior championships to help reduce costs for the players.

28 Miders Avenue, Edwardstown 5039  
Mail: PO Box 56, Melrose Park 5039  
Phone: 08 8277 2522 Fax: 08 8277 9139  
squash@squashsa.asn.au www.squashsa.asn.au

#### Elite Talent Squad \$8,000

The Elite Talent Squad will be made up of 5 elite junior athletes in 2014. These juniors have goals to play for Australia at the junior level and some will choose to give it a go on the circuit eventually. The ETS will travel to the following events in 2014 as well as the Australian Junior Champs with the State Team in September;  
Oceania Junior Championships, Gold Coast, January  
Australian Junior Open, Geelong, April  
Malaysian Junior Open, KL May  
Vic Juniors, June

Squash Australia has put a new exciting structure in place to help encourage more elite junior players to train harder and eventually consider squash as a career. Previously only 4 junior players were selected to represent Australia each year at the World Junior Championships with girls and boys alternating years. In 2014 Squash Australia will select 2 boys and 2 girls from U13, U15, U17 and U19 to represent Australia at The Gold Coast, Malaysia, Hong Kong, USA and Canada. This offers a lot of juniors a lot more to strive for and a chance to test themselves against juniors from other countries. Squash Australia's budget only stretches far enough to pay the coaches on these trips, so the players have to fund themselves. The least expensive tour is of the Gold Coast and will cost players \$1,000, the major trip at the end of the year will cost around \$5,000 so putting \$8,000 Anvers sponsorship money towards the funding pool will be a huge help.



## **COMMUNICATION**

### Representation

The General Manager represented S.R.A.S.A at the following meetings/events:

- Tonsley Park Site Tour
- Onkaparinga Council, Noarlunga Leisure Centre
- SA Masters Squash Volunteers Day
- Clubs SA AGM
- Junior Squash Camp
- Beyond Bank Sponsorship Opportunity
- Women's Participation Walk
- The Rex, Vince Trotta Appointment
- Office for Rec and Sport, Progress Report
- Clubs SA, Sport Matters Campaign
- Racquets SA, Workers Union, Employee Performance
- Racquets SA 8Ball and Social Club
- Impact Health Club, Liquidation
- Life Member, Club Manager Introduction

### Life Members/Minutes

With the frequency of Board Meetings moving to bi-monthly, Life Members have raised concerns with regard to having limited input to decisions that are made in arrears to Board Meetings. The GM has agreed to meet with Life Members on a monthly basis, in addition to the quarterly group meetings, in order to keep individual Life Members more frequently informed of Board activities. In addition draft minutes will be sent to Life Members (rather than ratified minutes).

## **GOVERNANCE AND ADMINISTRATION**

The Junior Coordination and Advisory Committee has reviewed and updated the following policies for Board approval.

- Junior Rankings Policy
- 2014 Underpinning Program Selection

The Racquetball Pennant Committee has reviewed and updated the following policy for Board approval.

- 2014 Autumn Racquetball Pennant Bylaws

The policies are attached to this report and listed under item 8 of the Agenda.



### Racquets SA

Shane Barton-Ancliffe commenced employment with Racquets SA on 13 January 2014. The immediate priorities have been employee orientation and general familiarisation of Racquets processes and procedures, staffing and Bistro handover. The future improvements and efficiencies have been prioritised and will be tabled with the Finance and Audit Committee.

First 100 days	3 – 6 Months	12 Months
Loyalty System Doormen and POS System Upgrade	Painting/carpets	Exterior beer garden
Finance and Audit 'Walk Through'	Family memberships	Tonsley position
Staff clock in/clock out system	The Southern brand	Sports group meeting place
Lounge Bar	Signage completion	
Local Marketing	Rear entrance facade	
Smoking room upgrade	Finance Officer handover	

The Club Manager will present to the Board an introduction and briefing of the 3-12 month plan for Racquets SA, as per the above summary.



Executive Report: December 2013 Financials

Racquets SA

Racquets SA SUMMARY NET PROFIT / (LOSS)	Month Dec	Month Dec	Year to date  2013/2014	Variation	Annual Budget	
	Actual	YTD Actual	Budget	TYD / Budget	<u>EOY</u>	<u>Comment</u>
Admin	12,896	109,164	90,924	Over 18,100	172,206	Computer expenses, investigation / consultancy, property rates and taxes. Some costs recoverable with insurance claim.
Bar	3,773	29,946	28,565	Ahead 1,300	59,750	Bar sales reflect a slight increase during summer and festive months.
Bar Catering	200	596	720	Ahead 124	1,140	Slightly ahead of budget.
Gaming	28,114	371,908	354,487	Ahead 17,421	689,975	Slightly ahead of budget expectations
Kitchen	3,945	18,470	19,810	N/A	N/A	Will require mid year budget review
NET PROFIT	15,246	274,816	273,038	Ahead 1,700	539,339	Tracking to budget. A mid year budget review is due.





Executive Report Financials: Period Ending December 2013

Squash SA

Squash SA SUMMARY NET PROFIT / (LOSS)	Month Dec	Month Dec	Year to date 2013/2014	Variation	Annual Budget (EOY)	<u>Comment</u>
	Actual	YTD Actual	Budget		Budget	
Admin	19,418	147,358	142,886	Over 5,000	262,282	Expenditure will correct and track to budget
Pathways	12,649	90,209	80,000	Over 10,000	149,750	AJC expenses yet to be collected. Future cashflow will correct over expenditure.
Pennant	5,190	2,322	3,350	Over 5,600	2,550	Income (Fees below budget expectations)
Racquetball	604	2,907	1,450	Ahead 1,900	2,950	Grants and sponsorship up by \$2k
Regional Dev.	1,250	4,357	2,350	Ahead 2,000	400	Tracking to budget
Senior Tourn.	112	501	0	Ahead 500	4,000	Tracking to budget
TOTAL	39,223	237,214	227,136	Over 10,000	209,256	Correctional measures will be put in place to meet budget expectations. A mid year budget review is due.



#### **INFORMATION THAT IS WORTH SHARING**

James and Dani Rogers announced the arrival of their second child, Indi Jean Rogers, born on Monday 27 January 2014. James will be taking a one month leave of absence to assist with family duties.

Justin Beard has retired from the PSA circuit and Talented Athlete Funding program.

In December 2013, the position of AIS Head Coach was discontinued and replaced with a High Performance Manager role. Byron Davis is no longer contracted as the AIS Head Coach. The High Performance Manager position is yet to be advertised.

#### **RECENT GLORIOUS SUCCESS**

- 2014 Oceania Junior Championships Results – third place in their age groups, Alex Haydon (U13 girls) and Alex Oswald (U17 boys). Team Manager, Danny Haydon (voluntary).
- Smooth transition of kitchen operations at Racquets SA

#### **4.2 OHS Report**

No OHS incidents or accidents to report.

### **5. FINANCE (Reports Circulated Electronically)**

#### **5.1 Income Statements Squash SA and Racquets SA**

Racquets SA budget is tracking to budget with similar trends to 2012/13 financial year. Squash budget over extended, by way of cash flow (income). This will be managed as income flows in coming months.

Mid year budget review in process.

The Finance Reports were accepted by the Board.

*Moved: Kym Tessari*

*Seconded: Patrick Stevens*

### **6. GENERAL BUSINESS**

### **7. POLICY**

7.1 Regulation 018, Member Protection Policy (reviewed and updated by Squash Australia)

7.2 Racquetball Pennant Bylaws (updated Jan 2014)

7.3 SSA003 State Junior Rankings Policy (reviewed and updated 2014)

7.4 SA002 AJC State Team Policy (reviewed and updated 2014)

*The policies as presented were approved by the Board to become effective immediately.*

*Moved: Patrick Stevens*

*Seconded: George DeVizio*

Board asked to be provided an overview of the changes to future policies.

**8. CORRESPONDENCE**

In

Squash Australia President's Council

Out

2014 Affiliation Forms

**9. SQUASH AUSTRALIA**

**9.1 President's Council**

KT attended the Squash Australia meeting on the weekend of the 1 and 2 February 2014. Saturday was the Constitution Review with a lawyer present. The Constitution was not accepted the next day, and needs to be reviewed and brought back to Members. Coach Framework and Performance Pathways were also discussed.

After a few disputes with the Coach Accreditation process (historical issues), it was suggested to make lists of the outstanding issues and potentially use mediation to help with a solution.

Board queried what are the changes to the Constitution, and how it will affect Squash SA. Grey areas (voting rights etc) still to be voted on.

Thanks to Kym Tessari for attending on Philip Teale's behalf.

**10. NEW BUSINESS**

PT met with some Board members prior to Christmas, which resulted in LF put together a paper reflecting on the Board over the past 12 months. PT to distribute to the Board and discuss at a future meeting.

PS to send out AE rankings for Board to ratify.

**11. CONFIDENTIAL ITEMS (IN CAMERA)**

**11.1 General Manager Appraisal Report and Contract of Employment**

**11.2 BRM Racquets SA Review**

**11.3 Racquets SA Gaming Performance**

**11.4 2013 Annual Report – Balance Sheet Discrepancy**

**12. BOARD DIARY**

Next Meeting: Monday 5pm, 31 March 2014 (calendar invite TV)

**13. CLOSE MEETING**

Meeting closed at 8pm.