

The state organisation for the administration development and promotion of Squash in Queensland (Member of Squash Australia Ltd)



Q Squash Ltd ABN 59 080 596  
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## **EXECUTIVE SUMMARY**

### **“Reflect on the past – Face the present – Plan for the future”**

As a precursor to the Q Squash 2013 Annual General Meeting (AGM) on Sunday 10 March 2013, a workshop was held with Q Squash, representatives from the Brisbane Region Squash Centres and Committee and to discuss issues impacting on the organisation. Di Bensley, an independent facilitator from Applied VFM was engaged to assist with keeping the meeting to time and agenda and to ensure inclusivity in the process.

#### **Reflect on the past ...**

To date, differences in objectives between individuals, or groups of individuals, has had significant effect on the organisation including:

- resignation of volunteers including committee members
- diminishment of the organisation's reputation in the community and importantly with key funding bodies
- division of organisation personnel into factions with opposing points of view
- lack of direction and unity.

#### **Face the present ...**

The aim of the workshop was for the participants to resolve a number of issues enabling the organisation to move forward with a common focus. Attendees at the workshop included 20 representatives from:

- Acacia Ridge Squash Centre
- Brisbane City Squash
- Caboolture Squash
- Central Region Squash
- Mackay Squash
- Northern Suburbs Squash Centre
- Queensland Masters
- Sandgate Squash Centre
- Southern Region Squash
- Squash Australia.

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A full list of attendees is provided at **Attachment 1**.

### **Plan for the future ...**

The half day workshop was filled with positive input from all the participants and will build on the changes that have been occurring. There are still a number of underlying issues that will take time to resolve, however with a common focus and open communication, the foundations are set for Q Squash to move forward as a united organisation.

A number of actions came out of the day. The priority actions included:

- establishing improved communications
- developing a Q Squash Strategic and Marketing Plan
- updating the Q Squash and regions Constitutions.

Good luck with the ambitious year that lies ahead.

## SQUASH AUSTRALIA UPDATE

**Presenter:** Gary O'Donnell, Chief Executive Officer Squash Australia

A full copy of the Matrix and Insurance presentation can be found at **Attachment 2**.

### Matrix

A presentation was provided on the implementation of the Matrix system and how it will work. The system is currently being trialled and will be rolled out in 2014.

Discussions were held regarding the benefits that centres could sell when promoting the system. Work is still required on the marketing of the system.

### FOLLOW UP ACTIONS

Action	Responsible	Timeframe
Squash Australia to be notified of any courts not currently listed on Court Finder	All	
Squash Australia to develop a list of benefits to be promoted	SA	

### Insurance

Through bulk purchase, Squash Australia has procured a National insurance package covering:

- Player Accident
- Management Liability (Directors & Officers)
- Public Liability

As Masters are not a Q Squash Affiliate they are not currently covered. There are benefits for Masters to join Q Squash (effective insurance at reduced cost). Relationship building is required between Squash Australia, Masters and Q Squash.

For more information regarding insurance refer to the website: [www.australia.marsh.com/ProductsServices/MarshSolutions/ID/11583/Squash-Australia.aspx](http://www.australia.marsh.com/ProductsServices/MarshSolutions/ID/11583/Squash-Australia.aspx)

### FOLLOW UP ACTIONS

Action	Responsible	Timeframe
Squash Australia to forward insurance contact to Squash Qld	SA	
Information regarding insurance to be sent to all affiliated organisations	QS	
Masters Committee to be offered a presentation on Matrix and Insurance at upcoming Committee Meeting.	SA	

## CONSTITUTION

(Facilitated session regarding Q Squash Ltd Articles – relevance to Regional Councils and BCS management)

On 4th March 2013 Q Squash wrote to Brisbane City Squash Management Committee Executive indicating that, in accordance with the Q Squash constitution, Brisbane City Squash was required to conduct their Annual General Meeting for the financial year ending 31st December no later than the 28th February 2013.

It was agreed that the lack of conducting an AGM was due to the confusion of the Brisbane City Squash 2011 AGM being held late (Sept 2012). It was also agreed that the inconsistencies between the the regions' individual constitutions (Model Rules) and Q Squash cause major concerns and should be reviewed urgently to ensure the National, State and regions are aligned.

Brisbane agreed to hold their AGM as soon as possible following the preparation and presentation of audited financials, to provide for the orderly election of the board and management committee, with Q Squash overseeing the proceedings. Under Fair Trading requirements, the AGM must occur prior to June 30th 2013.

In good faith, it was agreed that whilst the nominations submitted by Brisbane were not valid, nominations would be accepted from the floor during the AGM. However this would not provide Brisbane with any voting rights for the coming year on the committee.

Improved communication wil assist to minimise and better manage any such issues in future.

## FOLLOW UP ACTIONS

Action	Responsible	Timeframe
Brisbane to hold 2013 AGM as a matter of priority		
Q Squash to be involved and oversee the AGM		
Constitution review working party (including representatives from all parties) to be established		
Funding to be sourced to facilitate an independent facilitator to assist		

## AFFILIATION COSTS

**Presenter:** Alec MacDonald, Director – Northern Region

- Affiliation costs –Alec will present a projection of figures and a budget on how the money is going to be spent
- The cost of affiliation and the collection of affiliation fees from Brisbane City Squash
- Associate Membership (for non-playing parents and interested persons) – suggested \$25 per year

### Forecast budget

An overview of the Q Squash forecasted profit and loss was presented based on the current income and expenditure. Accurate financial management practices are required.

### Brisbane City Squash

Brisbane City Squash to pay the required 25 cents and to work with QSquash should this present any difficulty.

### Associate membership

All regions are required to review their figures to calculate individual centres' running costs.

### FOLLOW UP ACTIONS

Action	Responsible	Timeframe
Provision of Membership Cards to be investigated and discussions held with Squash Australia for implementation	SQ	
Budget Forecast to be reviewed and distributed to all affiliated members	SQ	
Regions to establish forecasts and send to Q Squash	Regions	

## SPORT DEVELOPMENT

Facilitated session regarding:

- What are the problems currently facing the sport
- Ideas on how to stop the declining number of players and the closure of courts

An initial SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted. This was by no means exhaustive, however it demonstrates the strengths and opportunities that squash has to build on. If the governance of the organisation is not managed now, the benefits flowing from the Commonwealth Games will not be maximised.

The Executive Committee identified the need to formalise a strategic plan to successfully achieve the organisation's goals. All key stakeholders in the organisation including clubs and Councils should be involved in the strategic planning process. Lack of engagement of these organisations can lead to resistance and/or apathy and no common vision or buy-in, making strategies difficult to implement. Q Squash needs the commitment of all stakeholders to meet its aims. Without it, the outcomes will never be achieved to their full potential.

A clear strategic plan will:

- support a common vision for a united organisation
- maintain good governance and financial management practices
- provide a clear and transparent plan that all affiliated organisations can be working towards a common goal
- reduce costs and increase revenue with a shared approach
- ensure that suitable people are available to take up positions as people step down, minimising the risk of lost information (e.g. role descriptions, handover checklist)
- support increased membership
- attract and retain volunteers.

### FOLLOW UP ACTIONS

Action	Responsible	Timeframe
Undertake a strategic planning workshop	QS	July 2013
Consultant to follow up in 3 months	AVFM	June 2013

## SWOT Analysis

Internal	<b>Strengths – What you do well?</b>	<b>Weakness – what do you need to improve on?</b>
	<ul style="list-style-type: none"> <li>• Fun and excitement</li> <li>• Suitable for all climate (rain and sun)</li> <li>• Safe environment within centres</li> <li>• Health benefits (top cardio activity)</li> <li>• Caters for social and competitive players</li> <li>• Life time sport for all family</li> <li>• Time efficient</li> <li>• Cost effective</li> <li>• Facilities locations throughout State</li> <li>• Easy to learn</li> <li>• Modified games and equipment to suit every size and skill level.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal conflict</li> <li>• No common direction</li> <li>• Outdated and inconsistent constitution between Councils</li> <li>• No Marketing to sell benefits</li> <li>• No shared use of resources</li> </ul>
External	<b>Opportunities – where you have competition which can be defended.</b> <ul style="list-style-type: none"> <li>• Commonwealth Games</li> <li>• Licenced premises</li> <li>• Activities for people with a disability</li> <li>• Wifi in centres</li> <li>• Social days / events / open days</li> <li>• Word of mouth</li> <li>• Exposure</li> <li>• Education</li> <li>• Information</li> </ul>	<b>Threats – where you need to change to protect yourself from outside influences</b> <ul style="list-style-type: none"> <li>• Loss of government funding</li> <li>• Decline of centres</li> </ul>

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## Attachment 1 – Attendees

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QSQUASH/BIS WORKSHOP  
SUNDAY 10 MARCH 2013  
Sports House, Caxton Street, Brisbane Qld 4000

NAME	ORGANISATION	SIGNATURE
1. Sandra Rowcliffe	Central Region Q Squash	SRowcliffe
2. Ros Preston	Central Region Q Squash	R Preston
3. Alec MacDonald	MARLBOROUGH	A MacDonald
4. Larry Rauschenbach	Southern Region Q Squash	Larry Rauschenbach
5. Darryl Hearn	BRISBANE CITY SQUASH	DID NOT ATTEND
6. Grant Fraser	Northern Suburbs Squash	G Fraser
7. Sue Stack	BRISBANE C.C.	S Stack
8. Geoff Harris	BES	G Harris
9. Ian Freeme	Brisbane	I Freeme
10. Craig Simmich	BRISBANE	C Simmich
11. Bob Cartwright	Brisbane	B Cartwright
12. Colleen Freeme	Brisbane	C Freeme
13. Nathan Turnbull	Sandgate Squash	N Turnbull
14. Gary O'Donnell	Squash Australia	G O'Donnell
15. Sarah Haydon	Old Master's Squash Assoc	S Haydon
16. Ian Stevenson	ROCKWELL SQUASH	I Stevenson
17. Jordan Till	Sandgate Squash	J Till
18. Nathan Stevenson	Capoolture Squash	N Stevenson
19. Michelle Eyles	Southern Region Squash	M Eyles
20. Robin Presence	ACACIA RIDGE SQUASH	R Presence
21.		

## Attachment 2 – Squash Australia presentation

Squash Australia Presentation

Gary O'Donnell



Squash Australia Presentation

### Context

Historical perspective

General background

[Squash Australia Strategic Plan](#)

Gary O'Donnell



Squash Australia Presentation

### Registration & Matrix

- Need clubs and centres listed in Matrix
- Need bank account details
- Need products and price points listed
- When registration (and other fees) paid, the system distributes funds to various bank accounts – no funds held by '3<sup>rd</sup> parties or SA or State.
- Matrix record becomes 'live' for that player
- Pilots running in 2013

Gary O'Donnell



Squash Australia Presentation

### Registration & Matrix

#### National Insurance Program

Gary O'Donnell



Squash Australia Presentation

### Registration & Matrix

- Australia wide individual participant registration system
- Communication mechanism
- Integrates three current payments systems between SA & State/Territories into one structure
- Technology solution through 'new' Matrix – sport driven as the sport owns it!
- Move beyond competition management & rankings
- Bring Squash into line with a range of sports with comparable systems
- Example another sport [Club](#), Example [State](#) or [State](#)
- Matrix mock ups – [Player's view](#)
- How will the 'back end work'?

Gary O'Donnell



Squash Australia Presentation

### National Insurance Program

#### How managed?

- Broker – MARSH – sport specialist
- How appointed/period of appointment
- How activated/who's covered/how paid

#### Coverage

- Player Accident
- Management Liability (Directors & Officers)
- Public Liability

Gary O'Donnell



## Squash Australia Presentation

### Public Liability

- \$20,000,000
- Cascades through the affiliation system
- Possible savings of \$1000 or more per club or centre
- Use Marsh to leverage value
- SA office for example.
- [Website](#) for more information

Gary O'Donnell



## Squash Australia Presentation

### QUESTIONS

THANKS

Gary O'Donnell



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