

Squash - For Fun & Fitness



ANNUAL REPORT

TO MEMBERS

1994 - 1995

Supported by



New Zealand Squash (Inc)

ANNUAL REPORT 1994-1995



*Jade Wilson
Junior World Champion
& NZ Squash
Personality of the Year 1995*

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Peter Adam

Report from Peter Adam Chairman New Zealand Squash

1995 has been a year of change for the Association and its members. Faced with the implementation of a new Strategic Plan, we have also had to face the difficult task of collecting additional funding from Clubs. Through improved communications and a willingness to meet with officials and discuss matters of concern, we have survived 1995 without losing more than a handful of clubs and this has been a pleasing aspect of the year. The strength of our clubs is vital to the future of squash in NZ, and I thank all officials for their support and loyalty over the past 12 months. Introducing a substantial Levy increase, and a new levy system in the one year was always going to be a tough task but you have hung in there, and I am confident that 1996 will go a lot more smoothly for you.

It is also pleasing to report that through economies made during the year and increased profit from our Squash Centre in Wellington (Club Kelburn), we have produced a normal operating surplus of around \$40,000. The efforts of Club Kelburn Manager **Rob Walker** 20 and his staff have been crucial to that result, and they are to be congratulated. We have also made the decision to carry forward unspent Marketing Levies to 1995-1996, which will help ease the levy burden for clubs in 1996.

The good result in 1995 has been achieved despite an almost total turnover of staff at the NZ Squash National Office, and on behalf of Council I would like to formally record my appreciation of the efforts of Chief Executive **Grant Scoones** and his operational team. Anne Murphy's retirement in the middle of the season was a challenge, but her successor Michelle Duquemin has adapted to the high pressure role of Administration Manager with aplomb and is to be congratulated.

I also take this opportunity of extending our appreciation to the **Hillary Commission**, the **NZ Sports Foundation**, and to our long time sponsors, **Dunlop Slazenger**. NZ Squash secured around \$430,000 in funding from these organizations in 1994-1995, and it is no understatement when I say that we could not continue to provide the level of programming now undertaken, without such support.

A full summary of key results against our Strategic Plan objectives is included in this Annual Report and I ask that you read the summary carefully, and consider the results for 1995 in the context of our long term planning. There is no doubt that we still have some way to go before we will return some growth into squash in New Zealand, but I believe that good management at all levels of the sport, and the continuation of our programmes will inevitably result in a stronger and more durable organization.

This is my last year on Council. I am proud to have been involved with the Association over this time of great change, and am grateful to my colleagues on Council, and to all District Officials for their support and comradeship. I wish you all well for the future.

Peter Adam



Report from Grant Scoones Chief Executive New Zealand Squash

Grant Scoones

My first year with NZ Squash has had a few challenges. It seems as though I have met, spoken to and corresponded with half of you, and that is a good sign. Increased communication during periods of major change is healthy and I hope that the dialogue we have established during 1995 continues.

The SEM Levy System was introduced at the last AGM after general dissatisfaction with previous systems. Because it was necessary to obtain SEM Declarations from clubs before setting the year's levy (or individual SEM figure), our intention was to give ourselves a full year to do that, educate members in the process, and then introduce the new system for 1996. The weight of opinion was so much in favour of an early change however, that we had no choice but to proceed in 1995. In the short space of four months, thanks to the cooperation and support of club officials, we managed to collect most of the SEM Declarations necessary to set levies for 1995. We set the Individual SEM figure of \$26 plus GST in April once 75% of declarations were in. In hindsight, that figure was around \$2 less than it should have been to collect our projected levy income of \$623,000 for 1995, but at least the figure erred in favour of clubs. Now that the system is up and running, I would be disappointed to see it tampered with after only a year. It is a good system, and once the necessary fine tuning is carried out, will levy clubs in a fair and equitable manner.

I am disappointed that we did not succeed in finding a sponsor for our TV game *Strikezone* in 1995. The game cannot proceed without sponsorship (TV air time is not cheap), but at least we have tested the game, have an event format established, and have the interest of top players in participating in an exciting new game of squash. We are still looking for the sponsorship, and will try again in 1996 to run the event.

As a professional sports manager, I am very much aware of the pressure on volunteers to manage their facilities as membership and operating revenue reduce and the demands on time and funding increase. By and large, the decline in membership of our clubs continues, as does the pressure on volunteer officials. The Club advisory service Club 2000 will give clubs the support they need to manage their facilities and it is important that the programme continue.

I am satisfied with the progress we have made over the past eight months and look forward to continuing with the programmes outlined in our Strategic Plan. Some of you may have doubts about the direction we are taking, but our market research is as accurate and compelling today as it was two years ago, and to now deny those facts and take a different approach to solving the ailments of squash after only a few months would be a retrograde step.

On behalf of the National Office team, I wish you all well a safe and productive Summer and every success in 1996.

Grant Scoones

**NEW ZEALAND SQUASH
EXECUTIVE COUNCIL**

**REPORT TO MEMBERS
1994-1995**

It is appropriate that the activities and key results of NZ Squash for the Financial Year 1 October 1994 - 30 September 1995, be reported against our Strategic Plan 1994 - 2000.

The plan was formally adopted in December 1994 at the NZ Squash Annual General Meeting, and forms the blueprint for squash for the next decade. The Plan contains all of the programme elements of NZ Squash and goals set for each programme. It is vital that our progress be measured against these goals in a formal way on a regular basis, and the Annual Report is the most appropriate way of doing this. It is by this method that our effectiveness as a sport is measured by the Hillary Commission to which we report annually on our key results, and the Members of NZ Squash deserve no less in the way of detail.

The Annual Report should represent the barometer of our success and the true basis for comparison of performance from year to year. The following is a summary of our results against strategic targets in 1994-1995.

STRATEGIC PRIORITIES

“Today starts now!”

To achieve the necessary emphasis on the primary Goals and Objectives of the Strategic Plan, the following priorities were required:

- 1. Implementing the right “engine” for Club 2000.**
- 2. Establishment of a marketing programme to create image and profile.**
- 3. Ensuring the effective communication between membership at all levels.**
- 4. Establish funding for these areas.**

CLUB 2000

The Crellin Report “Marketing Squash in the Next Decade”, produced in December 1993 following the completion of our market research, provided clear recommendations as to where the sport needed to prioritize its resources and energies. A key element of the report was the introduction of the Club 2000 programme that would focus club operations on meeting the needs and aspirations of members for modern day leisure and recreational facilities. A key part of this is shifting away from the current over-emphasis on competition at club level and delivering squash as a more balanced fun and leisure activity.

The principles of Club 2000 are described throughout the Goals and Objectives of this Strategic Plan and the Club 2000 programme is the key to change within the squash community in New Zealand. Club 2000 is the new face of squash. It will help provide better facilities, tailored activities, high levels of customer service, new revenue streams, healthier, wealthier and consequently stronger clubs, satisfied members, and efficient, energetic club management bodies working for the future of their clubs and the good of their members.

MARKETING & SPONSORSHIP

The New Zealand Squash Strategic Plan was developed to include implementing Club 2000, as well as focusing on the need to establish effective communications within the sport. It also provides for creating image and public profile as an appropriate basis for encouraging sponsorship to the sport.

FUNDING

Delegates to the New Zealand Squash Annual General Meeting at Taupo in December 1994 adopted the Strategic Plan in full and authorized seed funding for the Marketing Programmes through a Club Marketing Levy set for the financial year 1994 - 1995 at \$245,000 plus GST to be collected from clubs by way of an amended Club Levy formula based on Senior Equivalent Membership. The introduction of the Marketing Levy in addition to Affiliation Levies effectively increased the amount of national levies payable by Clubs by 65%.

This level of income was substantially less than the \$450,000 sought by the New Zealand Squash Executive Council, but it was felt that a lesser amount in year one of the Strategic Plan implementation would be more palatable to clubs which in many cases, have struggled to pay their ordinary Affiliation Levies in recent times.

With no other income to make up the \$205,000 shortfall, prioritization of the Marketing Programme was required and it was agreed that for 1995, these priorities would be the Club 2000 Programme, the establishment of a national communications database and the television game Strikezone.

PROGRAMME EFFICIENCY & DELIVERY

New Zealand Squash marketing research indicates the need to carry on promoting the game while introducing greater efficiencies to programmes wherever possible. It is recognized that coaching and development (education) programmes in their simplest form are the cornerstone of ensuring self-improvement and satisfaction to participants and it is therefore, important that the delivery of existing programmes be constantly monitored to ensure they are both relevant and effectively delivered.

The early implementation of New Zealand Squash's Regional Delivery of education and development Programmes is critical to advancements in this area.

THE SUSAN DEVOY FOUNDATION & JUNIOR/YOUTH DEVELOPMENT

The foundation was established in 1993 with the primary objective of introducing young New Zealanders to squash. The Foundation needs the full encouragement and support of New Zealand Squash and its Member Districts and Clubs if it is to achieve its goals.

The future of squash in New Zealand lies with our youth, and the more young people we can expose to the game at an early age, the greater are our chances of retaining their interest in continuing participation as they grow older.

THE MISSION

“To promote Squash as a healthy, attractive, enjoyable sport and leisure activity available to all New Zealanders”.

PREFACE

The New Zealand Squash Strategic Plan was produced to set the strategic path for squash for the next 10 years with particular emphasis on marketing the strategies described in the period 1995 - 2000.

The Strategic Plan evolved through extensive research, professional business advice and most importantly, feedback from the Member Districts, Member Clubs and individual members of NZ Squash closely involved with the management of our sport. The Plan also embraces the strategic philosophies and guiding principles of the Hillary Commission and New Zealand Sports Foundation.

Critical to the sport of Squash is ownership, and our Member Clubs and Districts have taken ownership of this Strategic Plan through adoption at the 1994 New Zealand Squash Annual General Meeting.

To enable the goals of this Strategic Plan to be realized, the NZ Squash Executive Council and District Management teams will need to display cohesive leadership and Member clubs and their elected representatives at all levels will need to work closely with one another on implementing the strategies we have collectively determined for our sport.

Squash has a bright future. Our proud competition record justifies its rating in the top echelon of sports enjoyed by New Zealanders and every effort must now be made for it to retain its existing participants and regain the ground lost over the past decade.

EXECUTIVE SUMMARY "The Sport of Squash in 1995"

In an era of dramatic social change, New Zealand has had its fair share of turmoil. No part of our community has been immune to this evolutionary process and as an Association we have had to take a hard look at our game and ask ourselves if we have kept pace with the changes going on around us. Over the last five years we have noticed some very disturbing indications that the future of the sport is not as guaranteed as we may have thought! The nervousness being experienced within squash is not unique and has had its affect on most other sports.

We have seen the move of corporate sponsorship away from sport, the media is not giving the same coverage it once did, young people are not actively joining the traditional sporting codes as they did in the past and accordingly, the membership of clubs is in decline and growing older (the average squash player is a 37 year old male!).

Use of recreation and leisure time for us all has altered considerably in recent years. Sport now competes for discretionary time and spending alongside activities that ten years ago would not have been considered a threat. Television, video games, Lotto, Touch rugby, indoor cricket, aerobics and seven day shopping being just a few of these alternative "leisure" pursuits.

What place then does a game such as Squash have in a future of increased sporting competition, dramatically reduced leisure time and squeezed discretionary spending? To guess or run with instinct in regard to our future would have been gross negligence, and the time had in 1993 to take stock of our situation.

In 1994, the squash club scene in New Zealand consisted of 33,000 members in 265 clubs with an asset base of around \$50,000,000 and an annual income of over \$8,000,000. In addition there were over 30 commercial centres where a further 110,000 plus people played squash on a casual basis. A total of over 1,000 courts nation-wide and 150,000 participants

made squash a major New Zealand Sport and part of a world wide community of over 15,000,000 players in over 124 countries.

There is a lot at stake and the outcome of a future without change is now becoming quite obvious. Recent statistics continue to paint a picture of declining membership to a point where some clubs have not survived and others will not survive. Clubs, in many cases old and tired, have fallen into a state of disrepair. Declining membership means diminished revenue and the resulting lack of funds means that the game costs more for those that are left and funds for capital reinvestment are just not there - an inescapable downwards spiral!

Professional market research commissioned by New Zealand Squash in 1993 gave the sport its first comprehensive view of how the game was perceived by players, potential players and the public, and while the findings did not paint a glowing picture of a healthy, vibrant, progressive sport, there were many positive and exciting aspects revealed. It was obvious that while a change of thinking would be required to reverse the decline in the popularity of squash, there were many factors that if introduced, would herald an exciting period of growth and rebuilding. In essence, one of the most important conclusions reached by the researchers, was that Squash really is a game of the future, but slavish adherence to the ways of the past will not ensure the security of that future.

The Plan outlines the strategic policies now officially adopted by the game's custodians to plan squash's path securely into the future. We know what needs to be changed and have identified how the change process is to be instigated. We also know what we can expect in the future if this pathway is taken. It will require from many in the sport a change of attitude, behaviour and commitment if this plan is to succeed but the basic principles are not new nor particularly innovative and if we adopt a positive attitude we will regain our position as a premiere New Zealand sporting activity.

THE VISION

“Where do we want squash to be?”

Squash can be a leader of the fun and fitness industry in New Zealand. It has many exciting attributes, none more so than it is a relatively inexpensive sport and one that can be played any time of day or night and in any weather. Given these attributes, the future of our sport is in firmly establishing a quality image and product. The Vision for this to be achieved is to:

PROVIDE A VIBRANT, READILY ACCESSIBLE SPORT FOR ALL

We want people to see squash as modern, attractive and easy to play. A fun way for fitness and friendship. People need to be able to readily access clubs and centres on a seven day, 24 hour format and they need to be able to feel good at all times about participating so there is a desire to return on a regular basis.

DELIVER QUALITY FACILITIES, SERVICE, MANAGEMENT, COMMUNICATIONS, EDUCATION & MARKETING PROGRAMMES.

The way that squash is constructed, managed and profiled will ensure it is a sport and leisure activity that meets the needs of the market in the nineties. It will have top class facilities and enjoy self improvement programmes. It will be properly promoted and supported by good information and communications, with clubs and centres providing a variety of activities for families, individuals and groups by focusing on the business of fun and fitness.

CREATE ACTIVE PARTICIPATION AT ALL LEVELS

Participation opportunities should be unlimited. Young children, teenagers and adults should all have ongoing encouragement to participate and not be restricted by outdated rules and thinking. A sport to be enjoyed by both the novice and the international competitor, young and old, regardless of gender, race, creed or social standing.

SECURE TOP INTERNATIONAL PERFORMANCE

In the relatively short time that squash has been a major sport in New Zealand, ultimate international success has never been far away, both in team competition and by individual players. Susan Devoy and Ross Norman have set standards to which our sport needs to aspire in the future and as a developing sport world-wide, opportunities for the competitive player to achieve personal glory are limitless - We can and will produce more world champions.

BECOME NEW ZEALAND'S MOST POPULAR RACQUET & LEISURE SPORT

The opportunity exists with the right facilities and management to make squash one of the country's most popular leisure activities - A sport owned and operated by clubs.

GOALS & OBJECTIVES

Strategic goals and objectives have been established to implement The Vision for New Zealand Squash and these will contribute to securing a long term successful future for the game in New Zealand. The goals and objectives are:

PRIMARY

- A. A Strong Funding Base**
- B. Quality Facilities**
- C. Effective Communication**
- D. Professional Management & Services**

SECONDARY

- E. Growth in participation & Membership**
- F. Increased Public Profile**
- G. Proactive youth education programme**

TERTIARY

- H. Balanced and attractive competition**
- I. International success**
- J. An integrated industry**

Prioritization in pursuing these goals and objectives will be necessary and will depend upon the resources and funds available but action on some is underway and already showing results.

KEY RESULTS

The following is a summary of the Strategic Goals of New Zealand Squash, and the key results measured against those goals for 1994-1995. These results should be read in conjunction with the Annual Accounts for 1994-1995, to measure tangible results against financial performance.

GOAL "A"
A STRONG FUNDING BASE
"Progress needs financing"

No business or sport can move positively forward or grow without funding. Because squash is by its very nature a participant sport, a significant part of that funding has to come from "within" the sport which means having a continuing, sound and realistic levy base by which funding can be drawn from members. It also means exploring every avenue to encourage investment from the industry sectors not presently contributing to the sport's funding base (see Goal J).

Efficiencies need to be determined at various levels to ensure surplus budgeting and to establish capital reserves to upgrade facilities and improve programme delivery.

Sponsorship needs to be vigorously pursued. As most sponsorships are normally fully utilized to support events, significant unencumbered sponsorship funding can only be generated through establishing a membership orientated database for squash sponsors to communicate with our players. This needs to be done in conjunction with a communications programme and only when our product is properly positioned.

GOAL A - OBJECTIVES

- Through Club 2000 and the marketing programmes, create revenue avenues whereby all participants in the sport and the sectors of a new integrated industry are contributing to the funding base by 1998.
- Simplify the Levy system and communicate it in market terms to all clubs and members so they are fully aware and supportive of funding programmes and services by 1998.
- Rationalize all New Zealand Squash and District expenditure to ensure maximum financial efficiency is obtained in programme and management services and as policy establish minimum 5% surplus operating budgets by 1997.
- Establish a realistic capital reserve fund for the industry to progress forward by year 2000.
- Introduce a proactive re-investment programme in the sports commercial arena by year 2000.
- Continue to work in partnership with the Hillary Commission and New Zealand Sports Foundation to generate appropriate funding support in pursuit of common goals.

GOAL A - KEY RESULTS 1994-1995

- ✓ Strategic Plan & Marketing Programmes adopted by AGM December 1994.
- ✓ Club 2000 Programme Manager appointed April 1995.
- ✓ New SEM Affiliation Levy System introduced for 1995 at the direction of Delegates to the 1994 AGM.
- ✓ Detailed four year Budget Projections 1995 - 1999 published and distributed to clubs in 1995.

- ✓ Detailed Income & Expenditure accounts and 1995-1996 Budget Projections published in 1994-1995 Annual Report to give members a better indication of Programme commitments.
- ✓ NZ Squash programmes and management services reviewed in 1994-1995 to produce a net surplus of around \$50,000.
- ✓ Initial Capital Reserve Fund established.
- ✓ Confirmed long term funding commitments obtained from the Hillary Commission and annual funding from the Sports Foundation confirmed.

GOAL "B"
QUALITY FACILITIES
"Look after the player"

One of the fundamental ways of growing the sport and membership is by upgrading club facilities to far higher standards, both in function and presentation to better serve the needs of our players. Squash needs to universally upgrade it's facilities to remove the "windowless and locked door" image traditionally displayed and enhance clubs to meet the requirements of today's participants.

Also required is the establishment of a National Squash Centre for both major event use and as a national training base for New Zealand Squash. This facility would become the flag bearer for squash in New Zealand and set a standard to which all clubs would aspire.

GOAL B - OBJECTIVES

- In conjunction with District Associations, encourage all clubs to introduce a facility maintenance and development programme reflecting the Club 2000 minimum standards towards increasingly open and attractive facilities by 1997.
- 75% of all clubs to have courts fitted with glass back walls or glass infills by year 2000.
- Upgrade the New Zealand Squash Centre in Wellington to become a flag bearer for the sport and an example for the Club 2000 programme by 1997.
- Encourage the owners of all commercial and recreation centres to meet Club 2000 minimum facility standards from 1995.
- Establish a National Squash Centre, including an appropriate international spectator facility and Training Centre by year 2000.

GOAL B - KEY RESULTS 1994-1995

- ✓ The NZ Squash Centre in Wellington upgraded to include a gymnasium, Sauna and health centre. Renamed Club Kelburn. Net trading surplus up 300% from 1993-1994 (\$11,000 - \$33,000) through the efforts of Manager Rob Walker and his staff.

GOAL "C"
EFFECTIVE COMMUNICATIONS
"Better communications promote progress"

New Zealand Squash will implement a communications programme that goes well beyond the traditional methods used over previous years. Members, while often kept up to date with club matters, are not generally aware of the sport's activities beyond club level i.e. District, National and international, including the sport projects.

There needs to be a regular flow of information between clubs on management and service matters and other items of common interest, and in a sport such as squash, where to date television and other media exposure has been limited, sponsors and the industry itself needs to be able to communicate directly with participants.

GOAL C - OBJECTIVES

- Introduce a national communications database of all New Zealand Squash club members by 1996.
- Introduce an appropriate communications vehicle, preferably in the form of a high quality magazine, that will directly reach all members and be available to other partners in an integrated industry by 1997.
- Establish in conjunction with District Associations an updated national squash media register, networking all appropriate personnel and outlets and incorporate general media procedures and a specific squash communications plan for New Zealand Squash, District Associations and clubs by 1997.
- Establish a national inventory of all affiliated clubs and organizations to better identify the needs of our sport and work towards improving the overall standard of such facilities by 1996.
- Introduce a management newsletter for all club executive and managers by 1996.

GOAL C - KEY RESULTS 1994-1995

- ✓ NZ Squash Player Grading System upgraded to incorporate a Membership and Direct Mail Database. Registration forms for the Member Database circulated to all members in October 1995.
- ✓ Media database established at NZ Squash National Office and available to clubs staging tournaments.
- ✓ Comprehensive Club Inventory Questionnaire circulated to all clubs in mid 1995 to provide detail for club database. 60% returned by October 1995.
- ✓ Monthly Club Newsletter HANDOUT introduced early 1995, six editions published to end September.
- ✓ District News Bulletin upgraded and published on a regular basis by CEO.

GOAL "D"
PROFESSIONAL MANAGEMENT & SERVICES
"The business of Squash"

Professional management does not automatically mean the employment of paid personnel but it does mean having, at all levels, management procedures and operational programmes

that are professional in the sense that they are geared to the needs of the organization and its members, readily obtainable, ongoing and easily implemented regardless of any changes in personnel (User Friendly), evaluated and reviewed against predetermined inputs and outcomes and embraced by facilitator and consumer alike.

As a key priority, the managers of clubs and centres (often elected committees) need to be able to perform professionally and efficiently and the Club 2000 programme is designed to provide the business administration and management support for these personnel.

Generally there is a lack of skilled management currently available in clubs. Existing agenda and programmes are often geared towards competition rather than business strategies and more help is needed in the latter. Part of the Club 2000 concept is the plan to introduce a new "Squash Professional" career path which would create opportunities for qualified personnel to enter the facility management occupation on a career basis.

Clubs still need to enhance their volunteer and part-time base for members seeking tuition by creating the quantity and availability of community and Level I coaches. To assist this, New Zealand Squash, in conjunction with District Associations, is implementing a Regional Delivery scheme for its education programmes servicing the key areas of youth participation, coach development, referee education and special initiatives for women and Maori. This will take over the responsibility previously held by Districts, in providing personnel to implement these programmes following the parameters established for the High Performance Programme.

The three tier management structure (Club, District & National), common to most New Zealand sporting organizations is anticipated to remain for squash. However, Districts, and New Zealand Squash together need to actively examine the District role to establish to what extent there is a need for less Districts with realigned boundaries, more geographically focused sub areas, streamlined District management with Executive Directors servicing more than one District and ongoing executive training.

GOAL D - OBJECTIVES

- 90% of New Zealand Squash member clubs and centres to have elements of Club 2000 management and service structures in place by year 2000.
- Incorporate an ISO 9000 styled accreditation opportunity for clubs as part of Club 2000 by year 2000.
- Introduce a "Squash Professional" accreditation programme involving education in marketing and management by year end 1997 and have thirty qualified personnel by year 2000.
- Implement a Regional Delivery scheme to provide Regional Co-ordinators to service all Districts and sub-Districts by 1997.
- All clubs to have and retain at least one community coach (Level 0) by 1998.
- 60% of clubs to have and retain a Level I coach by 1998.
- New Zealand Squash and Districts to examine and where appropriate, restructure District boundaries and management procedures by 1997.

GOAL D - KEY RESULTS 1994-1995

- ✓ Regional Delivery system for NZ Squash Education and Development Programmes introduced January 1995 with around \$25,000 allocated amongst Districts by NZ Squash for programme delivery.
- ✓ In coach education in 1994-1995, 109 additional Level "O" coaches qualified against a target of 112, 75 Level "I" coaches qualified against a target of 85 and 12 Level "II" coaches qualified against a target of 12.
- ✓ In Kiwisquash, 114 schools and 14,000 pupils were exposed to the game against a target of 101 schools and 9330 pupils and in the Squash in Schools Programme, 132 schools and 6,100 pupils were exposed to squash against a target of 92 schools and 7,000 pupils.
- ✓ Council commenced its review of District Boundaries and a full working party will be established in 1996 to complete the review and recommend changes to 1996 AGM.

GOAL "E"

GROWTH PARTICIPATION & MEMBERSHIP

"Growth is fundamental to progress"

Participation and membership is the lifeblood of any sport and squash numbers need to be returned to a growth path. This can only be achieved by the combination of factors centred on the Club 2000 strategy. Clubs and commercial squash and recreation centres need to provide quality service and facilities to the satisfaction of all players in order to enable membership retention to be sustained at much higher levels.

An active, community based youth programme aimed at schools and strongly supported by clubs and commercial centres is required, along with continued encouragement for the participation of women and continued gender equity within the sport.

GOAL E - OBJECTIVES

- Increase the total squash playing population in New Zealand from 150,000 to 175,000 by 1998 and 200,000 by year 2000.
- Increase the registered membership levels through clubs by 33% from the present 33,000 to 50,000 by year 2000.
- In conjunction with Districts, introduce an incentive scheme to encourage non-affiliated clubs to affiliate to New Zealand Squash by 1997.
- Raise the youth membership of clubs by 150% from 6,000 at present to 15,000 by year 2000.
- Raise the level of participation of women from 33% to 40% by year 2000.

GOAL E - KEY RESULTS 1994-1995

- ✓ Through the Club 2000 programme, a database of non-affiliated clubs has been established with the intention of offering affiliation through Districts in 1996.
- ✓ NZ Squash Executive Council formally adopted the Hillary Commission "Winning Women Charter".

- ✓ NZ Squash chosen to participate in the Women's Pilot Project in both 1995 and 1996 with around \$9,000 in additional funding being allocated to improve the participation of women in squash at all levels. Winning Women poster produced by NZ Squash and mailed to clubs in October 1995.

GOAL "F"
RAISED PUBLIC PROFILE
"Public awareness creates support"

Successful performances at top level ensure a high public profile, however, the sport needs to be marketed strategically in a number of other areas to back this up and create the image of a sport that is successful, healthy and enjoyable to participate in. These strategies must include:

- Having clubs and facilities based on the Club 2000 concept to attract community standing
- Providing a television version of the game that projects colour, flair and excitement.
- Providing pro-active youth campaigns
- Having a readily accessible information facility for the sport
- Having top level players who project a professional attitude at all times
- Ensuring major events are managed and marketed with the public image in mind at all times
- Ensuring the media is fully informed at all times of activities

OBJECTIVES

- A number of the above strategies are embraced in other sections of this Plan by the specific objectives covered under this section are as follows:
- Introduce the television designed game }{\b\fs20 StrikeZone}{\fs20 to increase public awareness of squash by 1996.
- Establish a public relations training programme for all High Performance Athletes by 1996 (this could be in co-operation with the Hillary Commission & Sports Foundation).
- Assist the World Squash Federation in it's bid to establish squash as an Olympic Sport.

GOAL F - KEY RESULTS 1994-1995

- ✓ TV game Strikezone tested and developed with players, event programme prepared but despite interest from a major corporate organization, the \$140,000 required to run the tournament could not be secured.
- ✓ Three elite players enrolled in PR and media grooming courses in 1994-1995.

- ✓ Submissions on behalf of the WSF to secure Olympic participation for squash delivered. Squash confirmed as a participation sport at both 1998 and 2002 Commonwealth Games.

GOAL "G"
PROACTIVE YOUTH EDUCATION PROGRAMME
"Our future is our youth"

Research shows that squash enjoys a high awareness in schools which can be largely attributed to Kiwisquash and the achievements of Susan Devoy in particular. However, converting this interest to active participation is limited because of the lack of facilities in schools and the problem is compounded by a lack of programmes in clubs and centres.

As a priority, a "Squash in Schools" programme will be developed around the New Zealand Squash "Total Squash" education resource kit with the ultimate recognition of squash in schools as a curricular activity. The education drive should continue in primary, intermediate and secondary schools by introducing portable and/or semi permanent courts and clubs and centres, through the Regional Delivery Programme and Susan Devoy Foundation will concentrate on the active participation of youth in the sport of squash.

OBJECTIVES

- Through the strategies of the Susan Devoy Foundation and NZS Programmes, introduce nationally the "Total Squash" resource kit to schools in 1996.
- 60% of clubs to have an active "Squash in Schools" programme operating by 1997 and all clubs by year 2000.
- Establish squash as a curricular sport in the education system by 1999.
- 75% of schools to have squash facilities on site or directly linked to clubs and centres by year 2000.
- All clubs and centres to be actively promoting support and fund-raising for the Susan Devoy Foundation towards its purpose of introducing young New Zealanders to squash by 1996.
- Maximize interschool competition in secondary schools within all Districts by year 2000.
- Increase awareness and activity in tertiary education centres by establishing networks with supporting programmes in all universities, polytechnics and colleges of education by year 2000.

KEY RESULTS 1994-1995

- ✓ Working with the Susan Devoy Foundation Trustees, NZ Squash has helped develop a Marketing Plan that will assist the Foundation in securing funding.
- ✓ Work on the "Total Squash" Resource Package for schools progressing well.
- ✓ Squash in Schools programme underway through the Regional Delivery network with 130 schools and 6,100 pupils exposed to squash in the year.

- ✓ NZ Squash is assisting the National Qualifications Authority to introduce squash into the school syllabus by 1998.
- ✓ Education and Development Board established by the Council to review and monitor the effectiveness of youth programmes from 1996.

GOAL "H"
BALANCED & ATTRACTIVE COMPETITION
"Enjoyable competition brings out the best"

Competition is fundamental to squash, however, over the years we have become too competition orientated and there are now simply too many club tournaments catering for the seriously competitive player.

There needs to be a major emphasis shift to make the sport more accessible and rewarding to the leisure player. This involves clubs providing fun events of a more flexible and less time consuming nature and these can involve a wide variety of events, including Doubles Squash (the more the merrier!).

Fashionable and more appropriate clothing needs to be encouraged more along the lines of the now accepted norms in gyms where clothing has evolved to keep pace with the industry. We need more colour, and players should not be turned away because of the clothing they choose to play squash in, with the final choice of clothing being a personal one dictated by common sense and modesty.

The reasons for conducting traditional club competitions, including the Interclub format, needs to be reviewed with the emphasis on player satisfaction rather than fund-raising. Better tournament management systems need to be introduced and made available to clubs for the benefit of the competitive player and consideration also needs to be given to providing a more user friendly grading system. Refereeing and marking standards should also be reviewed.

Competition at all levels needs to embrace the Hillary Commission "Fair Play" standards as policy at all levels, especially in the junior/youth area where personal behaviour patterns are developed.

Junior/Youth competition needs to be reassessed to ensure that appropriate progression and development is available to all players.

OBJECTIVES

- Implement a more balanced and creative National tournament schedule reducing the number of club tournaments by up to 50% and re-evaluating competition formats by 1996.
- All clubs to firmly establish a "fun event calendar" to meet the needs of all players by 1997.
- All Districts to reshape interclub competition to create a more attractive environment for players by 1996.
- Streamline tournament management systems by introducing computer software suitable for use at all levels, along with a national tournament management guide by 1997.
- All National and District events to be scheduled, within venues at least two years in advance by 1997.

- Review the National grading system and its method of player progression by 1996.
- Double the number of qualified and active referees by year 2000.
- New Zealand Squash and Districts to review the Junior/Youth competition programme to provide increased development and progression opportunities for all age groups by 1996.

GOAL H - KEY RESULTS 1994 - 1995

- ✓ New National Events Board created by Council in September 1995. Board appointments to be made following Council elections at 1995 AGM and workshop to review all National Events scheduled for early 1996 with restructured events calendar to be in place for 1997 season.
- ✓ Preliminary research into the availability of suitable tournament management computer applications commenced by Club 2000 in June 1995.
- ✓ Full review of Player Grading System effectiveness carried out in early 1995 and re-alignment of players within each grade implemented.
- ✓ National Junior/Youth Events reviewed for 1996, and 1996 Oceania Age Group Championship to include an Under 21 Division. North and South Island Youth Events combined into a NZ Youth Championship.

GOAL "I" INTERNATIONAL SUCCESS "To be best in the world"

New Zealand Squash has enjoyed significant international success over the years, finishing second in five senior world championships as well as a junior world championship. On every occasion the men's team has finished in the top five while the women have never finished lower than fourth. The legendary performances of the incomparable Susan Devoy as well as the feats of Ross Norman, Stuart Davenport, and other notable New Zealand players have been the key to this, as well as the input of a number of world class coaches in New Zealand during the 1970's and 1980's.

The huge growth of the sport internationally and the expense of getting our top players to offshore venues have made this record difficult to sustain and in recognition of this, the New Zealand Squash Institute was established in 1990 with the backing of the Sports Foundation followed by 1993 by an expanded High Performance Programme supported by the Hillary Commission promoting elite player and coach development.

International success remains important to ensure the growth of squash. Maintaining a high competitive standard for the sport ensures agency funding and high public profile and to continue and improve New Zealand's international squash success the High Performance Programmes of the Squash Institute need to be sustained and strongly supported by Districts through the appropriate feeder programmes.

Renewed emphasis also needs to be placed on bringing international players into New Zealand thereby exposing our developing players to the standards of international competition and creating promotion and marketing opportunities for the New Zealand Squash industry. Also necessary is a return to enhanced overseas tours by our elite and developing players.

OBJECTIVES

- To ensure the High Performance Coaching Programme is fully integrated by 1998 with:
- The employment of a full time National Squash Coach.
- Up to 45 fully active Level II coaches with an annual 10% higher achievement factor to Level III.
- A formal Level III accreditation with up to 25 qualified and active coaches and a formal high performance (Level IV) accreditation with up to five qualified and active coaches.
- 6 to 10 Regional Coaches operating throughout the country.
- All athletes in the High Performance Programme individually aligned to active Level II and Level III coaches.
- All Districts running feeder programmes through the national development and talent squads with athletes aligned to qualified coaches.
- Have 20 players ranked in the World top 100, including five in the World top 20 by 1999.
- Win the Junior Women's World Championship title and finish in the top five at the Men's World Championship in 1995, finish in the top five of the Junior Men's World Championships and WSF World Cup in 1996, and win the Women's World Championships and Commonwealth Games titles in 1998.
- Regain top three world status for the senior men's team by year 2000.
- Establish a circuit of at least six international satellite tournaments in New Zealand by 1997 and subject to funding, re-establish the New Zealand Open as a major international event in 1996.
- Re-establish internal tours by Oceania and Asia Federation countries by 1997.

GOAL I - KEY RESULTS 1994 - 1995

- ✓ English SRA Professional coach Paul Wright identified as the best possible National Coach for New Zealand Squash in early 1995. Accepts four year coaching contract in mid 1995, commencing January 1996.
- ✓ 12 coaches qualify to Level II during 1994-1995.
- ✓ Regional Coaches increased to five during 1994 - 1995 with Southland gaining a coach.
- ✓ Eight players ranked in the top 100 men and women in the World, with four women players in the top 30.
- ✓ Finished in 4th place at the 1994 Senior Women's World Champs in Guernsey behind Australia, England, South Africa.
- ✓ NZ Team finished in 3rd place at the 1995 Junior Women's World Championships in Sydney behind Australia and England and Jade Wilson wins the Junior Women's World Title, Women's Junior British Open and Junior Scottish Open in 1995 and improves her world ranking from 36 to 21.

- ✓ Shelley Kitchen of Kaitaia wins Australian Under 17 title for 1995.
- ✓ KayeCollins and Carol Chard win 1995 World Masters Age Group Titles and Ross Norman retains British Open Over 35 Title.

**GOAL “J”
INTEGRATED INDUSTRY
“Working towards common goals”**

The four active sectors comprising squash in New Zealand are:

- 1. The incorporated Association of New Zealand Squash and its member Districts and Clubs (non-profit)**
- 2. Privately owned, profit driven commercial squash centres**
- 3. Publicly owned recreation centres incorporating squash facilities**
- 4. The sporting goods supply industry of producers, wholesalers and retailers.**

To date, these four sectors have largely worked independently of each other, and New Zealand Squash, as the governing body for the sport in New Zealand, needs to work actively with the other three sectors to integrate the industry and establish a common path for marketing and promoting the sport to ensure sustained growth.

OBJECTIVES

- Encourage commercial squash and other recreation centres to support and promote the Club 2000 concept and programme, commencing in 1995.
- Introduce constitutional changes at both National and District level to encourage active membership and financial participation by commercial centre and recreation centres by 1996.
- Encourage commercial and recreation centres to access New Zealand Squash education and training programmes by 1997.
- Change the focus and structure of the Annual Conference to become a “Squash Expo” involving all four sectors by 1996.
- Communicate actively with all other sectors on a regular basis by 1995 and aim towards director representation at District and National level by 1997.

GOAL J - KEY RESULTS 1994-1995

- ✓ **Active recruitment of Commercial Squash and Recreation centres to membership of NZ Squash commenced in 1995 and NZ Squash Rules covering membership by commercial squash and recreation centres amended during 1995 to permit simpler affiliation by these organizations.**



Club 2000 Report from Club 2000 Manager Bob Sova

Bob Sova

“The vision”

The two most important ingredients to success are a clear sense of mission and a plan to achieve the goals set. NZ Squash has clearly identified its long term direction and with the adoption of its Strategic and Marketing Plan 1995 - 2000, has in place the detailed actions required to achieve the long term sustainable development of squash within New Zealand.

The challenge in preparing the 1995 Annual Report has been to ensure that all programmes and projects are consistent with the strategic direction and that they contribute in a material way to the achievement of the long term goals.

“Careful Planning”

There is a growing realization that if long term goals are to be achieved, a systematic and carefully integrated approach to planning is required. In today's competitive climate, squash is faced with economic and political variables, funding and financial fluctuations, changing technology, legislation and community expectations and increasing demands from members.

The purpose of these plans are to ensure that services to members are provided in an effective and efficient way. This means providing the right services of the highest possible quality at the best possible price and at the appropriate time and place. Communication, consultation and negotiation are key words that imbed the Club 2000 concept as it gathers momentum in attempting to deliver and service its members.

“The Challenge Ahead”

In the current area of increasing accountability, Club 2000 is under the scrutiny from its existing members as well as from external clients such as the Hillary Commission, the NZ Sports Foundation and other sponsors. This report has attempted to analyze and evaluate Club 2000 in the six (6) months its has been in operation.

A positive atmosphere exists within the squash fraternity and Club 2000 is approaching the opportunities and challenges ahead with great energy and enthusiasm. The year 2000 is offering a clear target for NZ Squash to re-establish itself as a major participatory sport in NZ and for member clubs to benefit from the opportunities that will come.

The purpose of this report is to inform the reader of the progress to date for the six (6) months that the Club 2000 programme has being operational. The question arises as to what should be and how to evaluate the Club 2000 programme. The following key areas in terms of their quantitative and qualitative aspects are considered:

1. Planning & Administration
2. Correspondence / Communication
3. Finance
4. Technical Resources
5. District Inventory Questionnaire / Database
6. Club Inventory Questionnaire / Database
7. Grading System & Direct Mail Database

PLANNING & ADMINISTRATION

- A two (2) year Management Plan 1995-1997 and a one (1) year Operational Plan 1995 have been produced.
- Detailed procedures have been put in place to be followed by NZ Squash when a club affiliates or disaffiliates.
- A NZ Squash Product & Resource Material inventory has been produced.
- An information document outlining the Privileges & Benefits of Membership to NZ Squash has been produced.
- An Associate Membership Action Plan has been produced.
- A Technical Resources Information Action Plan has been produced.
- The following databases have been set up:
 - Potential Associate Members (27)
 - Non Affiliated Clubs (55)
 - Mailing List Database (248)
 - Club & District Inventory Database
- NZ Squash has joined:
 - Sports Clubs Association of New Zealand
 - Sporting Goods Association of NZ
 - NZ Direct Marketing Association
- All NZ Squash clubs have been listed on the Internet with further developments pending, including tournament results, player profiles, international news and views etc.
- Other publications available include:
 - Overcoming Graffiti
 - Building Access/Security Systems (draft)
- Nine (9) clubs/centres have joined as Associate Members. Others have been contacted and are expressing an interest.
- Progress reports to the Executive Council have been submitted every time it meets.

CORRESPONDENCE & COMMUNICATION

Quantitative Over 200 letters of correspondence sent to clubs and club personnel
Over 380 incoming calls received on the Club 2000 free phone
In excess of 100 calls received on the NZ Squash Office Line.
Numerous Toll Calls made to clubs with information.
42 meetings attended
23 clubs visited
18 copies of the NZ Squash Strategic Plan 1995 - 2000 sent to clubs
Six editions of the club newsletter HANDOUT produced
26 Privileges & Benefits information sheets sent to clubs
All clubs sent a Product & Resource Material List

Qualitative *The response of Clubs to levies has been widely debated and communication between NZ Squash and clubs has been both time consuming and constant throughout the year.*

The response to HANDOUT has been well received and greatly appreciated.

Liaison and communication with WSF, SRA, USSRA and Squash Australia on related matters has been maintained.

FINANCE

Quantitative Of the \$117,000 spent under Marketing Programmes in 1994-1995, \$102,000 was spent against Club 2000 operations, including the Direct Mail Member Database.

Three (3) clubs have received Club 2000 loan funding assistance offers.

Qualitative *More funding will be needed if the goals and objectives are to be achieved in future years.*

TECHNICAL RESOURCES

Quantitative Two (2) information sheets compiled with copies sent to over 40 clubs to date.

One (1) draft information sheet compiled

Draft checklist for use during Squash Court / Club design and construction completed.

Three (3) clubs have received direct assistance in the design & building of their courts.

One (1) club has received assistance with products and advice about cleaning court walls & floors.

A Technical Resources Information Action Plan has been compiled. Negotiations have begun to produce and design a squash court construction manual.

Qualitative *Many clubs are still reluctant to be innovative in their design and build concepts. Much more work is needed in overcoming old stereotypes and habits.*

DISTRICT QUESTIONNAIRE & DATABASE

Quantitative Seven of the 10 Districts have returned their District Questionnaires.

Qualitative A useful resource as many variances exist. NZ Squash staff now have a better understanding of the various roles and operations that exist within the different Districts.

CLUB INVENTORY & DATABASE

Quantitative A thirty one (31) page questionnaire was sent to all clubs and associate members (i.e. 260) to complete and return to NZ Squash. Questions were primarily of the yes/no variety and grouped under the headings of General Information, Membership, Marketing, Technical, Facilities and Other.

Information, Membership, Marketing, Technical, Facilities and Other.

60% of clubs have returned their questionnaires to date and Gorge Rd Squash Club won the \$1,000 prize draw for the first fifty returns.

Qualitative *The results will be summarized and inputted onto Microsoft Access database. The purpose is to serve as a management & planning tool and a resource record. To date it is proving most helpful in being able to communicate with club personnel as well as in identifying common and specific problems areas. A number of clubs have already asked for information and results that the questionnaire can provide.*

PLAYER GRADING SYSTEM & MEMBERSHIP DATABASE

Quantitative Work has started on converting the Unisys grading system to a DOS/Windows environment.

The new grading system is expected to be fully operational by Feb 1996.

Thirty six thousand (36,000) membership update and registration forms have being sent to all clubs for distribution to individual members. All costs, both outward and inward are being borne by NZ Squash in order to establish the Direct Mail Database.

An Invitation to Tender Document has being submitted and an employment contract is being drafted for the successful tenderer to operate & manage the new Grading System and Direct Mail Database.

Qualitative The advantages these two systems offer are:

Greater ability for NZ Squash to service the needs, wants and desires of individual members, Member Clubs and Districts, through improved communications.

Greater flexibility, through statistical analysis and report writing enhancements for users.

Improved marketability to other squash playing nations and organizations.

Increased value for potential sponsors, through the ability of NZ Squash to offer exclusive direct mail access to targeted user groups.

Summary

The Club 2000 Programme is in its infancy. To develop further and better meet the needs of members, committed long term funding is essential. Such funding can only come from within the Association, and it is important that clubs realize that this will inevitably mean affiliation levies remain at least at their 1995 level.

AFFILIATED CLUBS

Northland	Bream Bay SC Kamo Maungaturoto Warkworth	Doubtless Bay Kerikeri Mid Western Wellsford	Kaikohe Manaia Southern Te Kopuru Whangarei	Kaitaia Mangakahia Waipu
Auckland	Auckland Hospital College Rifles Franklin Kumeu North Shore Red Beach Royal Oak\ Te Papapa	Auckland University Devonport Grammar Manurewa Panmure Remuera Shepherds Park Titirangi	Belmont Park Eden Epsom Henderson Maramarua Papakura RNZ Navy Silverdale Waiuku	Browns Bay Ellerslie Howick Mercer Ponsonby RNZAF St Lukes Weymouth
Waikato	Aria Hamilton Matamata Rugby Morrinsville Marist Ruakura Te Awamutu Te Rapa Waitomo	Cambridge Huntly Matamata Ngaruawahia Taumarunui Te Kauwhata Thames Whangamata	Frankton Leamington Mercury Bay Otorahanga Taupiri Te Kuiti Waihi	Hamilton O Lugton Park Morrinsville Paeroa Te Aroh Te Pah Waikato Hospital
Bay of Plenty	Edgecumbe Kawerau Opotiki Taupo Tokoroa	Galatea Lakes High Putaruru Tauranga Waikite Valley	Geyser City Marist Reporoa Te Puke Whakamaru	Katikati Mt Maunganui Taneatua Te Roopu o Waikiti Whakatane
H Bay/Gisborne	Gisborne HSOB Hawkes Bay Takapau	Gisborne Hawkes Bay T&SC Warenga a Hika	Hastings Matawai Waikare	Havelock North Otamauri Waipukurau
Central	Ashhurst Pohangia Foxton Levin Opunake Puketoi Taranua Waitara	Dannevirke Hawera Ohakea Palmerston North Rangitikei TCOB Wanganui Wanganui	Eltham Inglewood Ohakune Parkview Stratford Turangi	Feilding Kawaroa Park Okato Patea Taihape Waimarino
Wellington	Celtic Island Bay Mana Masterton Northern Scottish Harriers Upper Hutt Woodbourne	Collegians Kapiti Marlborough COB Mitchell Park Otaki\Tab Picton Takaka Waikanae	Fraser Park Khandallah Marlborough Motueka Red Star Tawa Waimea	Howard Booth Park Maidstone Martinborough Nelson Thorndon Wainuiomata
Canterbury	Albion Christchurch FSC Ellesmere Kaiapoi Linwood Mt Pleasant St Andrews	Amberley Christchurch HSOB Greymouth\ Kaikoura Lyttleton Oxford Sumner	Burnside Christchurch Hokitika Lancaster Park Malvern Rangiora Westport	Cashmere Christchurch WM Hoon Hay Lincoln Marist Richmond
Midlands	Ashburton Coll Kurow Pleasant Point	Ashburton McKenzie Timaru OB	Excelsior Methven Timaru	Hinds Oamaru Waimate
Southern	Alexandra Clinton Fernhill Gorge Rd Kings Maniototo Otago Pirates Southern Toko Wakatipu	Balfour Clutha Fiordland Heriot Logan Park Nightcaps Otago University Riversdale Sunnyvale Waiau Wanaka	Blues Cromwell Gore Invercargill OB Lumsden North End\Tab Otautau Riverton Taieri Waikaia Wyndham	Central Southland Dipton Gore T&C SC Invercargill Makarewa Omakau Palmerston Roxburgh Tapanui Waikaka

FINANCIAL STATEMENTS
Statement of Responsibility

As Chairman and Chief Executive of NZ Squash, we accept responsibility for the preparation of these financial statements. The statements have been prepared in accordance with generally accepted accounting practices. As part of the Association's financial management systems, effective controls have been implemented and maintained to provide reasonable assurance as to the integrity and reliability of financial reporting. We are satisfied that these financial statements fairly reflect the financial position and operation of the Association for the reporting period.

Peter Adam
PETER ADAM
Chairman

Grant Scoones
GRANT SCOONES
Chief Executive

Statement of Accounting Policies

General Accounting Policies

The Measurement base adopted is that of historical cost. Reliance has been placed on the fact that the Association is a going concern, and accrual accounting is used to match income and expenditure.

Consolidation

Due to the different nature of the operations, the trading result from Club Kelburn has not been incorporated into the Income and Expenditure Accounts of the Association, however, the Balance Sheets have been consolidated.

Stock

Stock has been valued at the lower of cost or net realizable value. Due allowance has been made for slow moving stock.

Depreciation

Depreciation is generally calculated at the ordinary rate approved for tax purposes (old regulations) except that in the case of the Club Kelburn building and leasehold improvements, where a rate of depreciation to equate to the term of the current lease due to expire in 1999 has been used.

Accounts Receivable

Accounts receivable are stated at expected realizable value. Where a debt is considered to be irrecoverable, it has been written off in the accounts.

Liabilities

Liabilities are stated at the estimated amounts payable.

Club Kelburn Valuation

Indemnity valuation for insurance purposes is \$1,264,000.

Goods & Services Tax

All transactions are recorded exclusive of GST except in the Accounts Receivable/Payable subsidiary ledgers where they are recorded inclusive of GST. Additional debtors and creditors are exclusive of GST.

Changes in Accounting Policies

There have been no material changes in accounting policies since the previous financial year.

Consolidated Balance Sheet

As at 30 September 1995

	Note	1995	1994
ACCUMULATED FUNDS			
Opening Balance 1 Oct 94		590,138	702,851
Surplus/(Deficit) for the Year		41,845	(128,189)
HPP/Squash Institute Surplus		-	4,184
Prior Year Adjustments		973	11,291
Total Accumulated Funds		632,956	590,137
<i>Represented by:</i>			
CURRENT ASSETS			
ANZ Current Accounts		4,244	-
ANZ Term Deposit Accounts		4,705	4,565
Westpac Current Accounts		17,368	23,796
Westpac On Call Accounts		238,536	-
Westpac Term Deposit Accounts		-	160,000
Trustbank 1994 WJMC Accounts		49	44,875
Accounts Receivable		180,321	166,464
Stock on Hand		21,118	22,409
GST WJMC		1,101	-
Payments in Advance	1	16,927	21,622
Cash on Hand (Club Kelburn)		310	370
Total Current Assets		484,679	444,101
INVESTMENTS			
Loans to Clubs		25,000	25,000
Total Investments		25,000	25,000
FIXED ASSETS			
Cost		1,223,170	1,107,298
Less accumulated Depreciation		(802,038)	(701,542)
Total Fixed Assets		421,132	405,756
TOTAL ASSETS		930,811	874,857
<i>Less</i>			
CURRENT LIABILITIES			
ANZ Current Accounts		-	(18,342)
GST Accruals		(27,975)	-
Accounts Payable		(143,886)	(246,138)
Masters General Reserve		(4,705)	(4,565)
Masters Test Series Reserve		-	(4,500)
Income in Advance	2	(102,500)	(11,175)
Sundry Accruals - Club Kelburn	3	(2,003)	-
Total Current Liabilities		(281,069)	(284,720)
Term Liabilities			
Motor Trade Finance		(14,469)	-
Sharp Corporation		(2,316)	-
Total Term Liabilities		(16,785)	-
TOTAL LIABILITIES		(297,855)	(284,720)
NET ASSETS (Total Assets less Total Liabilities)		632,956	590,137

This statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Statement of Income & Expenditure

For the year ended 30 September 1995

	Note	1995	1994
Income			
Club Affiliation Levies, Other		337,501	377,602
Club Affiliation Levies, Marketing		119,260	-
Other Fees & Subscriptions		11,550	-
Hillary Commission/Sport 2000 HP Funding		127,500	120,000
Hillary Commission National Funding		121,875	123,250
Hillary Commission ANZSEP Funding		1,200	-
Hillary Commission International Funding		3,975	12,500
Hillary Commission, Women's Pilot Project		8,000	-
Hillary Commission, Other Funding		1,000	4,500
Sports Foundation HP Funding		90,267	86,250
Club 2000		-	-
Sponsorship & Endorsements		81,551	27,500
Club Kelburn		32,250	10,153
Program Recoveries		6,495	47,543
Investments & sundry income		15,966	14,069
Total Income for the Year		958,390	823,367
Expenditure			
Management & Operations			
Annual General Meeting		16,127	18,121
Annual Report (1995)		1,519	-
District President's Meetings		3,439	5,871
Executive Council Meetings		11,394	18,128
Working Parties		34	2,439
Official Event Attendance		4,375	3,988
Executive Expenses		4,114	4,335
Vehicles		3,350	4,850
Salaries, Wages & Accounting Services		127,762	134,182
Office Lease & Rates		18,037	17,194
Power		2,544	1,599
Photocopying		6,642	9,593
Printing & Stationery		7,613	4,397
Computer Services		2,923	1,285
Insurance & ACC Levies		5,024	2,871
Cleaning & R&M		3,678	-
Fringe Benefit Tax		4,853	2,802
Telecommunications		12,766	16,977
Postage		3,667	7,092
Audit & Legal		4,005	2,410
Interest		794	752
Bank Fees		600	483
Subscriptions		1,015	707
Presentations & Awards		1,273	-
Staff Recruitment		-	15,612
Sundry		1,813	1,651
Total Management & Operations		249,361	277,339

This statement is to be read in conjunction with the accounting policies and notes to the financial statements.

<u>Sponsorship Grants to Districts</u>	30,000	-
<u>Marketing, Promotion & Publicity</u>		
Marketing, Publicity & Promotion	9,935	89,128
Annual Report (1994)	-	8,673
Press Clipping Service & Media Communications	2,600	1,100
Sundry	-	2,990
Total Marketing, Promotion & Publicity	12,535	101,891
<u>Club 2000</u>		
Salaries, Wages & Fees	40,679	-
Administration Services	6,853	-
Telecommunications & Postage	6,443	-
Printing & Stationery	5,833	-
Staff Travel & Accommodation	4,492	-
Vehicles & Fringe Benefit Tax	3,383	-
Club Newsletters	1,334	-
Sundry	2,833	-
Total Club 2000	71,850	-
<u>Strikezone</u>	2,515	-
<u>National Database & Member Communications</u>		
Establishment Costs	38,000	-
Direct Mail Communications	-	-
Other	-	-
Total Database & Communications	38,000	-
<u>Senior National Events</u>		
NZ Nationals & Inter-District Teams Event	1,965	173
Club Graded Teams Event	1,294	558
Other	48	-
Tournament Calendar & Schedules	3,171	4,500
Event Management & Sundry	992	2,412
Total Senior National Events	7,470	7,643
<u>International Affiliations & Meetings</u>		
World Squash Federation Membership	7,855	7,109
Oceania Squash Federation Membership	599	900
WSF Meetings	4,896	3,323
OSF Meetings	-	-
Trans-Tasman Meetings	1,521	-
Senior World Teams (1993)	-	39,644
Junior World Teams (1994)	-	12,550
Selectorial (1994)	-	4,494
Total International Affiliations & Meetings	14,871	68,020
<u>Education & Development</u>		
Regional Delivery District Grants	25,419	-
Coach Education	7,257	15,874
Squash in Schools/Kiwisquash	847	8,022
Referee Education	1,621	-
Executive & Volunteer Education	2,666	-
Hillary Commission Women's Pilot Project	8,457	-
Resource Material	444	7,136
Management & Operations	55,510	45,629
Total Education & Development	102,221	76,661

This statement is to be read in conjunction with the accounting policies and notes to the financial statements.

<u>Junior/Youth Events</u>		
Junior Events	1,750	2,000
Youth Events	3,500	1,500
Posters & Awards	940	989
General Programme Expenses	10,153	9,108
Total Junior/Youth Squash	16,343	13,597
<u>Masters Squash</u>		
NZ Masters Championships	333	-
Trans-Tasman Test Series	6,360	-
Selectorial	401	130
General Programme Expenses	1,223	1,207
Total Masters Squash	8,317	1,337
<u>Refereeing</u>		
National Event Refereeing	7,615	1,919
International Refereeing	648	1,711
Training	-	2,169
General Programme Expenses	2,109	5,248
Total Refereeing	10,372	11,047
<u>Gradings & Rankings</u>		
Salaries, Wages & Fees	20,190	17,800
Computer Expenses	909	350
General Programme Expenses	3,085	4,178
Total Gradings & Rankings	24,184	22,328
1994 Susan Devoy Foundation Tournament	(523)	60,299
1994 Junior Men's World Championship	(309)	29,314
<u>NZ Squash Institute & High Performance Programmes</u> 4		
Coaching Consultants	6,526	23,417
Regional Coaches	27,479	25,339
Sport Science	1,436	651
Sports Medicine	1,705	2,137
NZ Squash Player Grants	51,401	74,496
NZ Sports Foundation Personal Grants	28,000	-
NZ Representative Senior Teams	46,160	-
NZ Representative Junior (U19) Teams	16,406	-
NZ Age Group Teams	432	19,202
Slazenger Development Squad	2,507	336
World Senior Development Squads	5,965	5,114
World Junior Development Squads	23,434	15,511
Selectorial	3,450	-
High Performance Coaching Development	15,819	13,044
Management & Operations	62,660	72,015
Depreciation	-	1,988
Total Squash Institute & High Performance Programmes	293,380	253,250
(Profit)/Loss on Sale of Assets	5	(1,854)
subtotal Expenditure for the Year	878,733	922,725
plus Depreciation	37,812	24,647
Total Expenditure	916,545	947,373
NET SURPLUS/(DEFICIT) FOR YEAR (Consolidated)	41,845	(124,006)

This statement is to be read in conjunction with the accounting policies and notes to the financial statements.

Consolidated Fixed Assets & Depreciation Schedule

Fixed Assets	Cost or Valuation as at 30/9/95	Accumulated Depreciation as at 30/9/95	Net Book Value as at 30/9/95	Net Book Value as at 30/9/94
Trophies	500	-	500	500
Motor Vehicles	142,279	15,631	63,366	37,677
Plant & Office Equipment	205,759	22,665	92,337	71,319
Perspex Court	158,175	6,387	7,483	63,870
Buildings & Improvements	708,612	40,943	207,446	232,390
Total	1,215,325	85,626	421,132	405,756

Notes to the Accounts

Note 1: Payments in Advance - \$16,927

One months rent on National Office premises - Henderson	1,916
Player & Squad Travel & Accommodation - Oct/Nov 1995	15,011
	16,927

Note 2: Income in Advance - \$102,500

NZ Sports Foundation Funding	2,500
Club Affiliation Levies (Marketing) Surplus	100,000
	102,500

Note 3: Sundry Accruals - \$2,003

Club Kelburn - Cafe Rental (one month)	433
Club Kelburn - Audit Fee provision	1,570
	2,003

Note 4: Squash Institute/HP Programmes

The accounts for the Squash Institute/High Performance Programmes have now been incorporated into those of NZ Squash.

Note 5: Stock Adjustments

Kiwisquash Racquet stock has been revalued to \$3,563. An adjustment of \$3,186.34 has been recorded as Loss on sale of Assets.

AUDIT REPORT

To the readers of the financial report of New Zealand Squash (Inc).

We have audited the financial reports as presented. The financial report provides information about the past financial performance of New Zealand Squash (Inc) and its financial position as at 30 September 1995. This information is stated in accordance with the accounting policies as set out.

New Zealand Squash (Inc) Responsibilities

The Executive Council is responsible for the preparation of the financial report which fairly reflects the financial position of the Association as at 30 September 1995 and of the results of operations for the year ended 30 September 1995.

Auditor's Responsibilities

It is our responsibility to express an independent opinion on the financial report presented by the Executive Council and report our opinion to you.

Basis of Opinion

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial report. It also includes assessing:

- *The significant estimates and judgments made by the Executive Council in the preparation of the financial report, and*
- *whether the accounting policies are appropriate to the Association's circumstances, consistently applied and adequately disclosed.*

We conducted our audit in accordance with generally accepted auditing standards in New Zealand except where our work was limited as explained below. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial report is free from material misstatements, whether caused by fraud or error. In forming our opinion we also evaluated the overall adequacy of the presentation of the information in the financial report.

Other than in our capacity as auditors we have no relationship with or interest in the Association.

Qualified Opinion

Control over cash sales for Club Kelburn prior to being recorded is limited. There was no system of control over such sales on which we could rely for the purpose of our audit and there were no satisfactory audit procedures that we could adopt to confirm independently that all cash sales were properly reconciled. In this respect alone we have not obtained all the information and explanation that we have required.

In our opinion, except for the adjustments that might have been found necessary had we been able to obtain sufficient evidence concerning cash sales, the financial report of Club Kelburn fairly reflects the results of the operations for the year ended 30 September 1995.

In our opinion the financial report fairly reflects the financial position of New Zealand Squash (Inc) as at 30 September 1995. Our audit report was completed on 8 November 1995 and our qualified opinion is expressed as at that date.

McGREGOR BAILEY & CO

1995 WORLD JUNIOR WOMENS TEAM



Gaye Bryham(C) - Shelley Kitchen - Louise Crome (seated) - Tamsyn Leevey - Jade Wilson - Donna Newton (AC)

1994 WORLD SENIOR WOMENS TEAM



Robbie Crothall (CM) - Leilani Marsh - Jade Wilson - Philippa Beams - Sarah Cook

**NZ SQUASH INSTITUTE &
HIGH PERFORMANCE PROGRAMMES
Player & Team Performances
1994 - 1995**

International Players

Player	Achievements 94/95	Age	WR94	WR95	NZR
MEN					
Ross Norman	British Under 35 Title	36	8	13	1
Paul Steel	95 NZ Men's Title 95 NI Men's Title	25	18	23	2
Glen Wilson	95 Los Angeles Open	24	34	43	3
Wayne Werder	2nd 95 Nationals	23	78	70	4
Daniel Sharplin	3rd 95 Nationals SI Men's Title Wellington Open Title	23	90	133	5
WOMEN					
Philippa Beams	NZ Team 94 Wld Champs 2nd North American Open	25	17	14	1
Leilani Marsh	NZ Team 94 Wld Champs NZ Women's Title	21	19	17	2
Sarah Cook	NZ Team 94 Wld Champs 2nd 95 NZ Nationals	20	32	27	3
Jade Wilson	NZ Team 94 Wld Champs NZ Team 95 Junior Worlds 95 World Junior Title 95 British Junior Title 95 Scottish Junior Title	18	36	21	4

NZ World Championship Teams

**Senior Women's World Champs
Guernsey, October 1994**

Team: Philippa Beams *Henderson SC*
Leilani Marsh *North Shore SC*
Sarah Cook *Christchurch SC*
Jade Wilson *Palmerston N*

Coach Manager: Rob Crothall

Placing: 4th

**Junior Women's World Champs
Sydney, July 1995**

Team: Jade Wilson *Palmerston N SC*
Shelly Kitchen *Kaitaia S&TC*
Louise Crome *Remuera SC*
Tamsyn Leevey *Taumarunui SC*

Coach Manager: Gaye Bryham

Assist Coach: Donna Newton

Placing: 3rd

World & Development Squads 1994 - 1995

Squad	Player	Age	Grade	Club
1995 Junior Men's Development Squad	Leon Beaman	16	A2	Invercargill SC
	George Crosby	16	A2	Marlborough SC
	Sam Gearing	16	B1	Rangitikei SC
	Chris Loomb	16	A2	Remuera RC
	Shaun Madden	17	A2	Blues SC
	Cameron Scott	17	B1	Oamaru SC
	Tim Williams	16	B1	Waimate SC
	Peter Wyatt	16	B1	Browns Bay SC
	Phillip Anderson	16	B1	Whangarei S&TC
Junior Women's Development Squad	Tanya Collyer	19	B1	Browns Bay SC
	Louise Crome	17	A2	Remuera
	Sally-Anne Disher	18	B1	Thames SC
	Trudy Englebretson	17	B2	Wainuiomata SC
	Elizabeth Hillary	17	B2	Panmure SC
	Hayley King	16	B1	Kaitaia S&TC
	Shelley Kitchen	15	A2	Kaitaia S&TC
	Tamsyn Leevey	17	A2	Taumarunui SC
	Juliet Penny	18	B1	Lancaster Park SC
	Lara Petera	16	B1	Kaitaia S&TC
	Peara Rameka	15	B2	Manurewa SC
	April Rangi	16	B1	Henderson SC
	Jade Wilson	18	A1	Palmerston N SC
	1995 Slazenger Squad	Dean Allen	14	
Jarod Conning		13		Titirangi SC
Matthew Donaldson		12		Geyser City SC
Jenny Gearing		14		Rangitikei SC
Hemi Hiku		14		Levin SC
Linda Katene		12		Reporoa SC
Lydia Mihaka		14		Hastings T&SC
Deidre McCurdy		15		Red Beach SC
Frances Rika		13		Geyser City SC
Terry Shaw		11		Parkview SC
Gregory Small		13		Hamilton S&TC
Cory Spooner		13		Howard Booth SC
Larissa Stephenson		12		Kapiti SC
Christine Tana		12		Tokoroa SC
Quentin Tana		14		Maungaturoto SC
Tania Tatana		15		Palmerston North SC
James Vincent		12		Browns Bay SC
Ngatai Walker		16		Masterton SC
Graeme Wilson		12		Mana SC



NATIONAL TOURNAMENTS 1995 RESULTS

Title Winner	Men	Women
NZ National Champs	Paul Steel	Leilani Marsh
North Island Champs	Paul Steel	Sarah Cook
South Island Champs	Daniel Sharplin	Jenny Norton
Inter-District Teams Champs	Bay of Plenty	Waikato
National Club Teams Champs:		
Cousins Shield	Royal Oak SC	-
Mitchell Cup	-	Remuera RC
Graded Club Teams Champs:		
"B" Grade	Hawkes Bay SC	Mt Maunganui RSC
"C" Grade	Royal Oak SC	Whakatane SC
"D" Grade	Panmure SC	Hastings T&SC
"E" Grade	Palmerston N SC	Lugton Park SC
"F" Grade	Henderson SC	Kaitaia T&SC
New Zealand Youth Champs	Blair Horler	Shelley Kitchen
North Island Youth Champs	Allan Crome	Sally Hawkes
South Island Youth Champs	Blair Horler	Juliet Penney
New Zealand Junior Open	Shaun Madden	Shelley Kitchen
NZ Junior Inter District Teams:	Auckland District	Auckland District
New Zealand Age Group Champs:		
Under 17	George Crosby	Lara Petera
Under 15	Hemi Hiku	Theresa Anderson
Under 13	Martin O'Brien	Jackie Hawkes
North Island Age Group Champs:		
Under 19	Allan Crome	(not contested)
Under 17	Peter Wyatt	Tania Tatana
Under 15	Hemi Hiku	Theresa Anderson
Under 13	Terry Shaw	Linda Katene
South Island Age Group Champs:		
Under 19	Shaun Madden	Juliet Penney
Under 17	Tim Williams	Delaine Barker
Under 15	Dean Allan	Jackie Dobson
Under 13	Matthew Hogan	Debbie Sykes
New Zealand Masters Championship:		
35-39	Steve McCarroll	Kaye Collins
40-44	Lawrence Skurr	Carol Chard
45-49	Brian Cook	Pam Taylor
50-54	Mike Walls	Kay Marshall
55-59	Barry Gardiner	Jillian Roberts
60 Plus	-	Marge Forrester
60-64	Brian Sixtus	
65 Plus	Ken Turnbull	
NZ Masters Inter-District Teams:	Canterbury	

AWARD WINNERS

NZ Squash Personality of the Year		Jade Wilson
Most Improved Players	Shaun Madden	Louise Crome
Most Improved Junior Players	Nathan Sneyd	Tania Tatana
Derek Cooke Memorial Trophy	Gavin Whyte	

NATIONAL PLAYER RANKINGS

as at 30 September 1995

SENIOR MEN				SENIOR WOMEN			
#95	Player	District	#94	#95	Player	District	#94
1	Ross Norman	AUK	1	1	Philippa Beams	AUK	1
2	Paul Steel	BOP	2	2	Leilani Marsh	AUK	2
3	Glen Wilson	WLN	3	3	Sarah Cook	CAN	3
4	Wayne Werder	WAI	5	4	Jade Wilson	CEN	5
5	Daniel Sharplin	MID	4	5	Angie Toal	WAI	6
6	Mike McSherry	WLN	-	6	Nicola Cosgriff	STN	8
7	Mike Allred	CAN	6	7	Fiona Dean	WLN	9
8	Campbell Barbour	AUK	12	8	Jenny Bell	WAI	16
9	Shane Hagan	WLN	-	9	Carol Chard	CEN	-
10	Danny McQueen	BOP	9	10	Jenny Norton	STN	15
11	Scott Gardiner	STN	14	11	Petrea Hibbs	CAN	-
12	Darryl Russell	BOP	10	12	Cheryl Te Kani	BOP	-
13	Steve Maitland	CAN	-	13	Louise Crome	AUK	-
14	Grant Linton	AUK	-	14	Sarah Lovelock	STN	14
15	Daniel Murphy	WAI	-	15	Gerry Brooking	AUK	11
16	Shaun Madden	STN	-	16	Shelley Kitchen	NTL	-

JUNIOR MEN				JUNIOR WOMEN			
#95	Player	District	#94	#95	Player	District	#94
1	Shaun Madden	STN	2	1	Jade Wilson	CEN	1
2	Alan Crome	AUK	3	2	Shelley Kitchen	NTL	2
3	Nathan Sneyd	WLN	-	3	Tamsyn Leevey	WAI	6
4	George Crosby	WLN	-	4	Louise Crome	AUK	3
5	Chris Hobson	CAN	-	5	Lara Petera	NTL	-
6	Clayton Campbell	NTL	-	6	April Rangi	AUK	-

Under 17

1	George Crosby	WLN
2	Peter Wyatt	AUK
3	Chris Loomb	AUK
4	Tim Williams	MID

Under 17

1	Shelley Kitchen	NTL
2	Lara Petera	NTL
3	April Rangi	AUK
4	Hayley King	NTL

Under 15

1	Hemi Hiku	CEN
2	Quentin Tana	NTL
3	Jarod Conning	AUK
4	Cameron Collins	WAI

Under 15

1	Teresa Anderson	BOP
2	Jenny Gearing	CEN
3	Lydia Mihaka	HGB
4	Michelle Douglas	BOP

Under 13

1	Graeme Wilson	WLN
2	James Vincent	AUK
3	Terry Shaw	CEN
4	Matthew Donaldson	BOP

Under 13

1	Linda Katene	BOP
2	Colleen Katene	BOP
3	Larissa Stephenson	WLN
3	Kylie Lindsay	WAI

Most Improved Junior (M)

Nathan Sneyd WLN

Most Improved Junior (W)

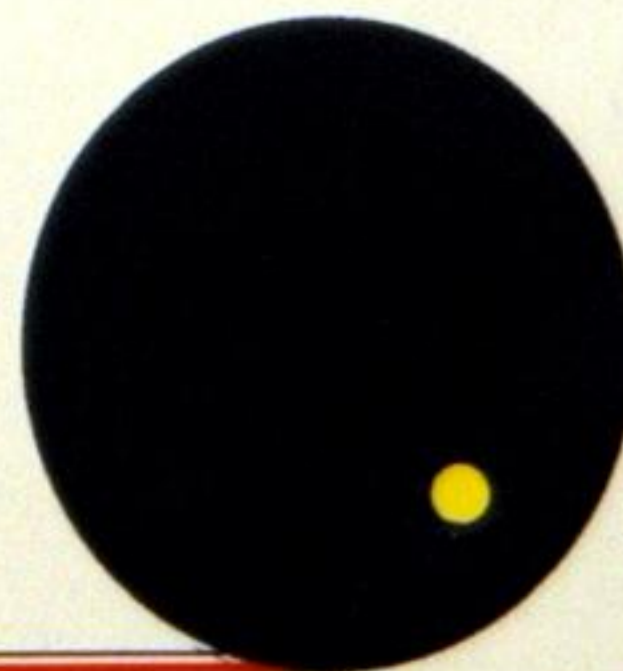
Tania Tatana CEN

IN APPRECIATION

*“New Zealand Squash
extends it’s grateful appreciation
to the many individuals and
sponsors who have supported
our activities over the past year,
and in particular the following
organizations without whose
funding support and assistance
we would not have been
able to achieve our goals.”*



HILLARY COMMISSION
for sport, fitness and leisure





MAKING SPORT HAPPEN

Every time a New Zealander takes part in a sport or physical leisure activity, that helps us achieve our aims.

Whether it's a walk in the bush or competing for Olympic gold, New Zealanders are out there doing it for the fun of it, meeting challenges and inspiring others to do the same.

But they can't always do it on their own. That's why we're involved. At the Hillary Commission we're committed to helping make sport happen by funding sports organisations such as New Zealand Squash.

And for any organisation, success should be measured not only by the achievements of its star performers but also by the number of newcomers attracted and the skills which are nurtured. Our aim is to help you achieve this success.



THE HILLARY COMMISSION
MAKING SPORT HAPPEN

