



Squash NZ

**District Service Delivery Capability
Review**

March 2006



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Executive Summary

Purpose

The purpose of the Review is to identify areas for improvement in the administration of squash at District level. The Districts play an important role as the link between the national office and the coalface. Their ability (capability) to do this well can make the difference between a sport that is healthy, vibrant and dynamic and one that is not.

The overarching thrust of the Report is to assist Squash NZ's (SNZ) Districts to improve their capability.

Capability reviews cover the three components of every national sport organisation's infrastructure – national office, districts/regions/associations and clubs.

This Report covers SNZ's District structure.

In the context of this Report "capability" means the District's ability to do their core business, the basics, well, and to add value to it by delivering SNZ's vision and strategy, programmes and services, "down the line" to clubs (as well as schools and the local community). In turn clubs have to deliver services to their members. All of them are expected to deliver "value for money". All of them create a value chain.

The reason for this is because they are membership based organisations - they exist to serve their members.

In its most passive form SNZ's District structure is merely an administrative function for clubs – organising regional events, providing some player and coach development and so forth. In its proactive form it is far more than this.

The Report's focus is the latter and thus its comments are aimed at positioning the Districts to take a leadership role and to act as a catalyst for change at the coal face of squash – the clubs, schools and the local community and most importantly, as a link between the national office and the coalface.

The Review found that SNZ's District structure as a collective is capable of doing its core business and adding value to it.

As expected, there are some Districts who are more capable than others but this does not mean the latter is incapable of doing their core business and adding value to it. Far from it. With a little more self determination and support and direction from Squash NZ they, and the other Districts, are capable of doing even better.

Achieving this will enable the clubs to “get more people through the club door”.

This point is important as the consultation with the Presidents/Chair of the Districts highlighted this as one of the sport’s highest priorities.

This point is encapsulated by Neven Barbour, Chair of SNZ, in the 1998 Annual Report: -

“While there has been good work carried out at a national level, the destiny of squash still lies in the hands of the clubs. They deliver squash to those who play the game. The club’s front door is the critical threshold where the product meets the customer. If the game is to flourish again, the example set by Squash New Zealand (in acknowledging new leisure trends and investing to grow the game) must convince club administrators to re-examine the way they offer squash in their own communities”.

The Report stresses the following points –

- A lot of people have done a lot of work to turn around a declining membership – this fact should not be lost on members and stakeholders.
- The Review itself is about a membership based organisation providing and delivering quality services and programmes to its members via a district structure.
- The district structure is basically sound and is capable of doing the job required by SNZ and member clubs.
- However looking to the future, as a collective, Districts –
 - have to improve their basic capability,
 - have to be more professional in the administration and management of the sport,
 - have to be able to deliver national strategy and vision “down the line” to clubs, schools and the local community,
 - have to take a leadership role in the growth and development of squash in their regions,
 - cannot rely on SNZ to take the initiative in everything,
 - have to be more self reliant.

- *In today's competitive recreational and entertainment environment sport organisations need to understand they are first and foremost membership based organisations whose members expect value for their money.*
- SNZ will need to gear up its resources and become a resource centre to meet these expectations and deliver them to clubs, schools and local community via the District/SDO structure.
- Clubs are one of the keys to the future of the Sport. They should be subject to the same scrutiny as the Districts and SNZ to ensure they can meet their end of the bargain.
- As part of this Districts will need to target their scarce resources to those clubs who have the potential to produce results. The recent Auckland quadrant survey is an example of how clubs can be classified for targeting purposes.

Change is inevitable. Administration and management has become more professional, clubs have become much more community friendly and "customer" focused and membership service is paramount.

Note: The Report's objective is to improve and up skill the capability of the eleven Districts. Its recommendations do not affect their legal and operational independence. Rather, they reflect the type of changes that many other sports are undertaking. SNZ and the Districts can learn from their experience.

The changes recommended in this Report are evolutionary, not revolutionary.

Report Recommendations

The Report is in four sections with recommendations and an implementation plan and timeframe.

It makes thirteen recommendations about improving the District's capability. In addition, it makes three major recommendations that relate to SNZ (resource planning and its role as a service centre) and to clubs.

A breakout of the recommendations follows.

Section 1: Recommendations to improve District's capability

This section addresses the points raised in the research and capability survey to the District Presidents/Chairs, SDOs and clubs and the staff of SNZ, and the consultations that followed.

It reports the average of all District ratings (3.4) and notes the highest are delivery and meetings, value for money and financial management and the lowest are business planning, volunteers and board.

1. Each District to biannually review and update their constitution to ensure they reflect current practice and to ensure the board continues to act within their powers prescribed for them in their constitutions.

2. Each District to review their codes to ensure they are up to date.

Where no codes exist appropriate SNZ codes to be incorporated into their constitution and/or board/management manual.

Review of existing/ implementation of new codes to be completed by the start of the 2006/07 season.

3. Where it is not currently the case, each District to set up a formal board structure.

District board and management to annually review and where necessary, update their governance practices.

SNZ to continue to circulate material on effective/best practice governance to Districts.

Each District to implement training programmes to ensure boards and management are familiar with current best governance practice.

4. The board of each District to review the way their meetings are structured to ensure adequate time is given to longer term strategic and policy issues.

Each board to develop an annual working agenda.

5. Each District to review and, if necessary, updates their core administration practices.

Consideration to be given by SNZ to running a national administrators conference/workshop to enable training and networking by District administrators.

Districts to do the same for clubs, schools and local communities.

- 6. Each District to monitor and review the efficiency of their delivery to clubs, schools and the local community, including the workload of volunteers and SDOs.**

District boards/managers to ensure their SDOs are allowed to do their development work and are not overburdened by administration functions.

- 7. To improve the quality and consistency of planning -**
- In instances where it is not done each District to formally develop and implement strategic and business planning as part of its core activity and as a condition of SNZ grant.**
 - For purposes of quality assurance and monitoring performance, SNZ to receive copies of each District's strategic and business plans.**
 - SNZ to run workshops on strategic and business planning. The Districts do the same for clubs and schools.**
- 8. To ensure quality and consistency of financial management, each District to adopt and implement by the start of the 2007 season, the software system recommended by the SNZ working party.**

To assist its oversight responsibilities each District to forward their board financial reports to SNZ.

- 9. Other than for exceptional circumstances Districts not to run deficit budgets.**

Written guidelines to be drawn up on the investment/management of reserve funds.

Each District to develop a formal written policy on an appropriate level of reserve funds to cover operating costs and the cost of employing the SDO.

- 10. Districts and SNZ to factor volunteer recruitment and management in their planning and policy making process.**

SNZ to provide material/resources/run a workshop on volunteer management.

Districts and SNZ to get copies of the NZ Federation of Voluntary Welfare Organisations publication on managing volunteers and SPARC's material titled "Running Sports Modules – Volunteers".

11. Districts to review their current relationship networks and develop, prioritise and implement a strategy to ensure all key business and stakeholder and external relationship areas (e.g. RSTs), are covered and attended to. This should include strategic alliances.

District board meetings to include a section on relationship development and management with particular emphasis on the clubs/schools/local community.

Greater focus to be given on developing relationships with the business sector.

12. SNZ and the Districts to examine ways of extracting additional value from the Waikato Management School benchmarking survey in the manner outlined in the Report, for example *qualitative* comparisons.

Districts to consider:

- **Benchmarking club key performance areas (suitably weighted).**
- **Introducing an annual award/incentive scheme for schools, similar to the club of the year awards.**

13. Over the next 12 months the SDOs role to be monitored by the Districts to ensure they are achieving the optimal outcomes for the District and its constituent members – clubs, schools and the local community – by -

- **Ensuring the SDOs are being employed to best effect.**
- **Monitoring District outcomes are achieved.**

SNZ and the Districts to –

- **Monitor the new funding arrangement and fine tune it to ensure it is helping to grow and develop the Sport.**
- **Formally review the funding arrangement prior to the 2007/08 season (i.e. the end of its second year) to ensure it is meeting targets and to identify areas for improvement.**

These recommendations are followed by two major ones that focus on the service capability of SNZ and the Districts plus a major recommendation about clubs.

Section 2 Major Recommendation # 1

This section addresses the proposition that SNZ's leadership role in helping the Districts improve their capability can be enhanced by extending its range of services to them. This will require SNZ to review its current resources and assess them against the District's future needs. *It is noted this can only extend as far as its finite resources allow.*

Major recommendation # 1 is that SNZ conduct a review and prepare a plan of the resources (a resource plan) it will need to implement the recommendations in this Report.

SNZ to conduct a review of the resources it needs to effectively implement its Strategic Plan and this Report “down the line” to Districts.

That it does so by way of a Resource Plan to ensure it has the tools to implement both the Plan and the Report in full in order to achieve an agreed set of outcomes.

Districts to conduct a similar resource review to achieve the outcomes required by clubs, schools and local community.

Section 3 Major Recommendation # 2

The thrust of major recommendation # 2 is SNZ repositions itself to become a service centre to the Districts. This has resource and financial implications which is why a resource plan is important.

Over the next 3-5 years SNZ to be a service centre/provider to the Districts.

The Districts to be a service centre/provider to clubs, schools and the local community.

Section 4 Major Recommendation # 3

The previous recommendations all relate to the Districts. This one relates principally to clubs but it can also be applied to schools. Essentially it is to see if the current club structure is the best for the future development and growth of squash.

In order to capitalise on the momentum generated by this Review, within the next 2 years SNZ to conduct a comprehensive review of the current club structure and their role in the future growth and development of squash in New Zealand.

Conclusion

As a general comment the Districts collectively are in sound shape relative to many other sports. This is a function of:

- a) The parlous state of the sport some years ago where membership had dropped to an all time low and the resulting drive to get it back onto its “feet”, and
- b) A lot of hard work by a lot of dedicated people in the sport – national office through to districts and clubs.

Members and stakeholders need to be aware of this.

It is important the Sport does not rest on its laurels. This is not the time for “a tea break”. Every aspect of every sport – on and off the field – in New Zealand (and internationally) is incredibly competitive and becoming more so by the day. This is why the Report stresses the importance of ongoing improvement and identifies the main areas. Although the extent of improvement varies between Districts, the comments, recommendations and ratings in the Report provide a tool for each of them to assess their performance and areas for improvement.

For reasons outlined in the Report, organisations in sport need to realise they are service sector membership driven organisations.

Thus as the national body, SNZ is expected to take the leadership role in this by improving its capability and the capability of its District structure that in turn are expected to take a similar leadership role with clubs. There are no short cuts.

“Success is a pyramid that is built upon a philosophy of leaving no stone unturned. Precision is required every step of the way. A faulty block here, an omission there, and the pyramid cannot be completed”.

Sir Peter Blake after winning the America’s Cup in 1995

The Report is only a means to an end. The ultimate outcome is to create a strong, vibrant and growing sport with world class plans, programmes and resources and a structure that is capable of delivering them to the coalface - clubs, schools and the local community – and to the people who represent the heartland of squash.

Objective, Methodology/Process & Format

Objective

The overarching objective of the review is to improve the administration and management capability of Squash NZ's eleven Districts to ensure they are robust enough to:

- a) Deliver SNZ's Strategic Plan and Vision over the next 3-5 years.
- b) Deliver quality programmes and services to their clubs, schools and the local community.
- c) Take the next step in the development and growth of Squash at district and club levels.

As the Review progressed it became evident the Districts as a collective are in reasonably good shape. Notwithstanding this the Review raised other issues that need to be addressed. They revolved around the questions of:

- Ensuring the fundamentals of good governance, management and administration are being applied by every District.
- Resourcing the Districts and SNZ's role in this.
- The ability of the Districts to improve the capability of their clubs (and schools) to enable them to grow and develop squash within their local communities.
- Create a better balance between the On the Court (the game) and Off the Court (the business) aspects of the Sport.
- The ability of SNZ to -
 - encourage the development of the grass roots of the Sport,
 - assist the Districts to do this by helping them to -

- improve the basics of key areas such as governance, management, planning, communications and volunteer management,
- successfully compete for scarce resources – members, money, media and public support,
 - manage the relationship between volunteer boards and professional management and between volunteers and paid staff,
 - encourage Districts to employ professional managers.

Methodology and Process

The Review was conducted in two stages.

Stage one was a questionnaire (Attachment 1) which was sent to:

- Presidents/Chairs of the eleven Districts. Interestingly, the questionnaire is being used by several Districts as a checklist of current practice,
- SDO's of each district,
- Representative sample of clubs.

Stage 2 was consultation with each of the eleven Districts and the CEO/management of SNZ using a combination of one on one meetings and by phone.

The consultation process provided the opportunity for everyone to contribute. It allowed an insight into the issues facing the Districts and to some extent the clubs, which helped to identify areas for improvement.

There were many excellent ideas and everyone made constructive comments about the future of the Sport. All of them were keen to see Squash grow and all of them acknowledged there is scope for improvement. Many of the comments arising from the Review have been incorporated into the Report.

It should be noted:

- Some Districts feel a sense of frustration at their lack of resources which they believe has resulted in their (perceived) inability to improve the way their organisation operates and therefore their ability to assist clubs and schools. This Report should be viewed as a catalyst to change this perception.
- Many of the issues raised are not unique to squash. For instance fund raising, retaining volunteers, attracting and retaining young people - particularly young women - affects almost every sport in NZ.

- The Review is not a review of the performance of individual people nor the District's current programmes and services. The Review is to identify the main issues and recommend areas for improvement in the way the Districts conduct the business of their Sport.

Format

The Report is in 4 sections:

- **Section 1** is the response to the survey with general recommendations for improvement in the overall capability of the eleven Districts, including their delivery of services and programmes to clubs, schools and the local community. A number of the questions asked for a rating. The ratings have been averaged across all the Districts which allow each District to compare their performance against the all District average.
- **Section 2** addresses a more substantive matter - identifying and providing SNZ with adequate resources so that it can assist the Districts to improve their administration and their ability to delivery services to the coalface of the Sport – clubs, schools and the local community. A similar principle applies to the Districts in terms of their support to clubs, schools and the local community.
- **Section 3** takes this a stage further and addresses the equally substantive issue of SNZ becoming a provider of services - a service centre - to the Districts and in turn for the Districts to do the same for their members/customers.
- **Section 4** comments on the clubs and proposes that a review be done on them, particularly the club structure of the future.

The Environment

The Changing Background of Sport in NZ

Sport in New Zealand has undergone considerable change in the last few years and squash, primarily through Squash NZ (SNZ), has been an integral part of this.

- The changes reflect the development of sport management internationally and nationally. For instance, one of the biggest changes is the growing professionalism in the management and administration of sport. This has impacted on the volunteer structure.
- One of the biggest challenges for sport in New Zealand is the capability of its infrastructure – associations, districts, federations or regions – to deliver quality programmes and services regionally and locally in a manner that aligns and integrates with national vision and strategy.
- Another change is the creation of SPARC as the Crown's agency for sport and recreation and the significant increase in funding and accountability for results as a consequence of this. SPARC's funding of all such sports will be reviewed in 2006. Its impact on squash remains to be seen.
- This is important. It is the national body that has the ability and authority to access significant public sector funds from SPARC and it is the latter that sets the agenda in terms of the use of such funds and outcomes. In short SPARC want a return on their investment. For instance SNZ's 2004 Annual Report shows that SPARC contributes 41% of its total income. The balance comes from levies and subscriptions (33%), grants and sponsorships (15%) and investments (11%).
 - SPARC's ultimate objectives are summarised as a) a more active nation, b) increased participation in sport and other physical activities and c) results in key international events (i.e. events that are important to New Zealanders).
 - SPARC funds are seen by them as an *investment*. In simple terms this means SNZ is responsible for ensuring Squash delivers its share of the outcomes expected by SPARC (and by its other key stakeholders, sponsors and members).

- separate from this is the sea change caused by the increasing importance of trust funding. Many sports are relying more and more on trust funding to underpin their core operational activities.
- this has come at a time when trust funds are beginning to decline, where their funding requirements have become more stringent and where there is no long term funding commitment. Of late is the propensity by many national sport bodies to access trust funds that hitherto had been the domain of the regional and local sport organisations/clubs.
- Another significant change resulting from the strategic philosophy of “*national strategy, regional delivery, locally owned and driven*” mentioned earlier is that questions are being asked about the future role of the traditional regional/district/association structure in the delivery chain.

There is a growing awareness of the importance of clubs in particular but schools and the local community also, and their role in the future health and well being of the sport; the need to recognise and accommodate the changed social environment and its impact on structured sport (structured = where the club is the focal point as opposed to non structured = where people play sport but not necessarily as a member of a club) and the fact that clubs need to be aware that to have a growing and thriving membership means a greater focus on providing value to members, raising the profile of squash and making it more attractive and accessible to the local community.

To achieve this will require a total committed team effort that is committed to being as good as they possibly can – a point aptly summed up by John Hood in his report on the restructuring of NZ Cricket -

“All parties doing all things very well all the time”.

The Challenge Ahead

The big challenge for every sport in NZ, including Squash, is to ensure it has a strong nationwide service delivery structure.

In the case of Squash it was built around a district structure. Their role was to look after the local competition and attend to the general interests of their (local) member clubs. They represented the amateur/community/recreational aspect of the Sport. To this extent they fulfilled all the functions of the national office.

Over time the district’s role encompassed new areas like player and coach development but fundamentally they still represented the interests of the Sport locally.

Basically there was no greater expectation of them than this.

They were never intended nor designed to run the type of operation expected of them today.

This changed with the advent of public sector funding from the Hillary Commission (now known as SPARC) and the demand for greater accountability by them from every national sports body in terms of governance and other aspects of their capability and high performance results.

With few exceptions, this standard of accountability did not flow down to the lower level of sport to anywhere near the same extent.

The end result is that the development of infrastructure, management and administration of grass roots sport has lagged behind its national office counterpart. The net result is an imbalance between the capability of the national office and districts/regions/associations.

As sport became more “professional”, as volunteers gave way to paid staff and as key funders demanded greater accountability and better results, many of the districts/regions/ associations struggled to keep pace with the changes in sport administration. This was heightened by a lack of resources, a lack of awareness about upskilling boards, committees and administrators and the view that the traditional structure had done its job.

The effect has been a steady shift away from this type of regional structure, in part for the reasons mentioned above and due in part because many national administrators felt that such structures were a liability, to be replaced (formally and informally) by a more “streamlined” structure with more formalised functions that:

- did not represent the “old guard” and its “baggage”,
- could deliver specific national outcomes/results in a strategic manner,
- had a wider geographical reach,
- were fewer in number and easier to manage.

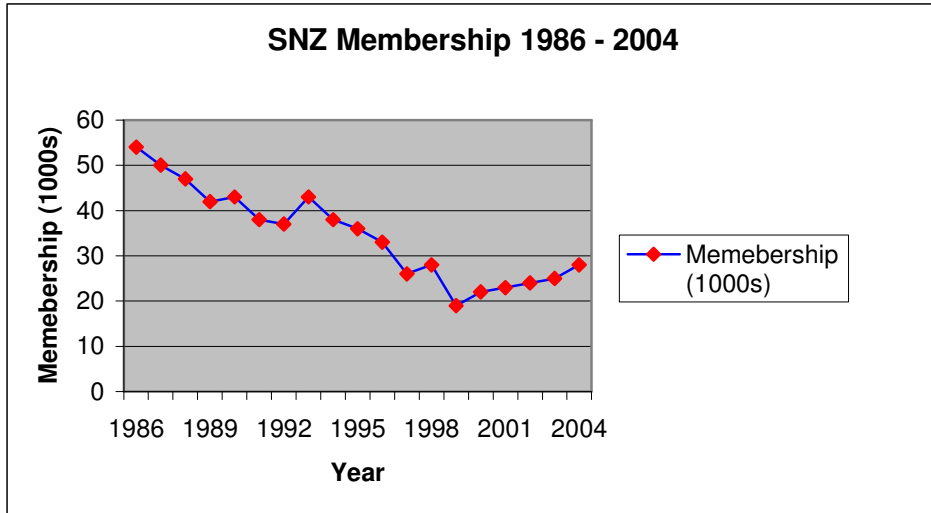
The challenge ahead for SNZ and the Districts is to ensure the delivery structure from the national office to clubs via the Districts performs effectively and adds value to their functions by becoming providers of services.

This means they have to have the ability to move from an historical paradigm to a new one that recognises membership based organisations have to become membership focused and driven ones.

In the process it is worth remembering that Squash has already faced up to a major challenge. This was the decline in its membership from a peak of 54,000 registered players in the mid 1980's to a low of 19,000 in the late 1990's. This was a drop of 35,000 members (189%).

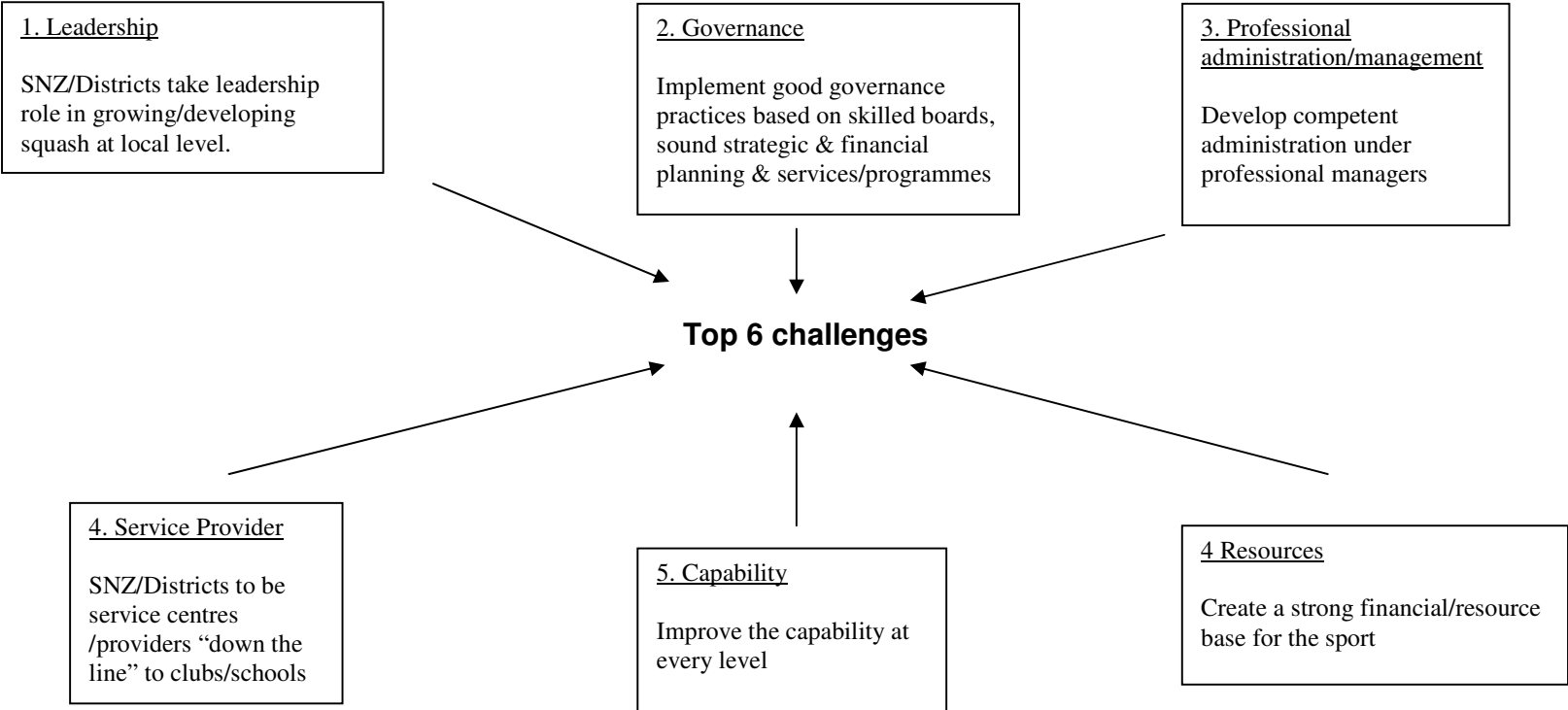
To its credit it recognised the parlous state the sport was in and action was taken to arrest and turn it around. It is pleasing to see membership is growing as evidenced by the fact that in 2004 it had climbed to 28,000 – a 47% increase over five years (Table 1).

Table 1 Membership Recovery



However, in common with all national sports bodies, SNZ and the Districts also face a number of generic challenges as summarised in Table 2. The point to note is they lay the platform for the future growth and well being of each sport.

Table 2: Top 6 Challenges



The Report's Findings

Section 1: District's Response to the Capability Review

As part of the Review each District was asked to self rate their performance across ten different capability categories. The average ratings are in the Report. A summary of the ratings is at the end of this Section. The intention is for each District to compare their performance against the all District average. In the case of squash the all District average is 3.4. It is worth noting this rating is higher than many other sports.

The ratings are 1 = poor, 2= satisfactory, 3 = good, 4= very good, 5 = excellent.

As part of the Review the views of the SDOs were canvassed. Where appropriate their comments are noted in the Report. The reason for this is to pick up any points that may have been overlooked in the President/Chair survey and which could add to the Report.

Likewise, a representative sample of clubs was surveyed. Their comments have been incorporated into the Report.

1. Constitution.

The eleven Districts are Incorporated Societies, each operating under their own constitution. Most advised that their board members had updated copies of the constitution but several noted their constitution had not been updated for some time.

As the board is the ultimate accountable authority to members and stakeholders it is good practice to ensure every board member has a copy of an updated constitution.

Reviewing and updating constitutions should be done every 3 -5 years.

The reason for this is that over time rules become redundant and do not reflect what is actually being practiced by the organisation's boards, management or general membership, or simply do not reflect the change in direction by the organisation itself. The net result is that board's unwittingly place themselves at risk by operating outside their own constitution. In short, they are acting ultra vires - beyond their legal powers.

Recommendation 1

Each District to biannually review and update their constitution to ensure they reflect current practice and to ensure the board continues to act within their powers prescribed for them in their constitutions.

In regard to the question of the codes of conduct, over two thirds of the Districts advise they have codes of various sorts. Given the expectation by the public for clear guidelines on a range of sensitive matters, for example the relationship between adults and children, the Report stresses that every District ought to have updated codes and guidelines on high risk/high consequence areas of their activities.

The Report notes that SNZ have provided a range of codes to the Districts, for example:

- Directors Handbook (all Districts have copies),
- SPARC – 9 Steps to Good Governance (all Districts have copies),
- High Performance Policy – player contracts, coaching contracts, *code of conduct*, selection policies/criteria, programme structure etc (all Districts have copies),
- Squash NZ (internal) Policy Manual* – including:
 - General office policies (e.g.: smoking, delegation authorities, first aid, kitchen use etc),
 - HR Policy – employment contracts, contractor templates, interview templates, staff appraisal etc,
 - Induction manual – broad historical and office procedures document,
 - Judicial and Misconduct Policy,
 - National Squash Centre Policy – a broad rules of operation specific to the NSC,
 - OSH Policy – Register, assessment, inspection list etc,
 - Financial Policy – Accounting, signatures, reserves, petty cash etc,
 - Media Policy – guide to media relations,
 - Events Policy – criteria, management, hosting agreements, player evaluation etc,
 - Communication policy – templates for press releases etc.

*Note – some (not all) Districts have had this manual supplied in full – it is comprehensive and some aspects relate to larger organisations.

SNZ has relied on the Districts to use/adopt their codes but to date this is more by way of a guideline than a mandatory requirement.

The reason for codes/guidelines is to protect vulnerable parties and to set standards of conduct and practice. It is also to protect the organisation, its board and management in the event something untoward happens. Thus where no codes exist it is urged that Districts implement codes covering the basics like health and safety, coach and player conduct.

It is stressed, *not to have codes of conduct places organisations, their boards and their management at potential and unnecessary risk.*

Recommendation 2

Each District to review their codes to ensure they are up to date.

Where no codes exist appropriate SNZ codes to be incorporated into their constitution and/or board/management manual.

Review of existing/ implementation of new codes to be completed by the start of the 2006/07 season.

2. The Board

Average Rating 3.3

The demands of modern sport governance and administration means boards/management committees have to be aware of their responsibilities and accountabilities and have the requisite level of skills and experience to do the job properly.

The boards for sport and other not-for-profit (NFP) organisations consist of volunteers who give up their time for the betterment of their organisation. They come from diverse backgrounds and experiences and coupled with their volunteer nature, they can be an enormous asset (also an enormous liability) to the organisation.

It is worth noting that there is a perception by some boards in some sport organisations that the standard of boards in the NFP sector does not need to be as high as in the commercial sector. This perception is wrong. The NFP sector is a significant contributor

to the economy - \$23 billion or 18% of GDP- and a significant contributor to the well being of the nation.

Because of their complexity it is important sport/NFP boards have people on them with the right skills, who understand the role, function and responsibilities of boards and the fact they are ultimately accountable to members and stakeholders for the performance of the organisation. Governance is dynamic and boards need to continually look at ways of improving their performance.

A large number of Districts do not have a formal board structure but are governed by committees.

A comment that was made repeatedly during the Review was the need for the Districts to become more professional in the governance and operational levels.

District boards are volunteers. In reality they can give only so much of their time to the organisation. To do more and to meet the growing demands of members means employing qualified people with expertise in running and managing small membership based organisations. At present four Districts (Auckland, Waikato, Canterbury and Otago) employ full time professional managers (not to be confused with the SDO's role).

The Report agrees with this comment. If the sport is to move forward in a meaningful way and if it is to be able to generate its share of resources, members, media and public support it has to become more professional at District and club levels. This may be a tough call but the reality is that squash is competing against every other recreational and entertainment activity. Customers/consumers and members have a far greater range of choices about the use of their leisure time. Squash has to be able to compete successfully against all of them.

Committees have a purpose but they are not an ideal governance structure. Therefore, as a first step consideration should be given to every District establishing a formally structured board. Such a step will bring a higher dimension to strategic thinking and performance.

A number of the District advised that new boards and/or governance structure have recently been put in place and therefore it is too soon to evaluate their performance. This is a fair comment and time should be given for them to establish themselves.

The boards of the better resourced Districts tend to focus more on governance and strategy whereas the smaller Districts tend to be more operational and concerned with the day to day activities of the organisation. This does not mean to say they are not well run – indeed a number are - but over time there is an expectation they will evolve from this to become more governance focused.

The Review highlighted three examples:

a) Evaluating the skills required by the board to meet the needs of the organisation.

For instance, identifying the skills required by the board - marketing, financial, strategic, communications - can be done by matching desired board skills against current skills, identifying gaps and putting in place a plan to fill the gaps. The latter is often achieved by training, or encouraging the “right” people to stand for the board or, more commonly, through the board’s power to second and/or appoint independent people onto the board, or through the use of specialist advisory and technical committees and by succession planning.

Either way it would not be difficult to draw up a checklist of the skills required by the boards that meet the needs of the regional Districts and clubs.

b) Board evaluation of its own (& its staff’s) performance.

Again this can be a simple device whereby the board evaluates its performance each year as part of a process of continuous *quality* improvement. The evaluation highlights where the board is performing well and where it can be improved.

The evaluation process can easily be done by the board itself, or where applicable by the CEO or by an independent adviser.

Likewise in small organisations boards are often are required to evaluate the performance of the staff, especially in cases where there is no CEO (who would normally do this). This too is an important aspect of the board’s responsibilities and is often done by the Chair in conjunction with one other member of the board.

It would not be difficult to develop a standard evaluation template for the Districts based on SPARC’s or the Institute of Directors guidelines.

c) Risk assessment and management.

This is a critically important area of a board’s work in both the commercial and in the not for profit sectors.

Examples highlighted in the Review are:

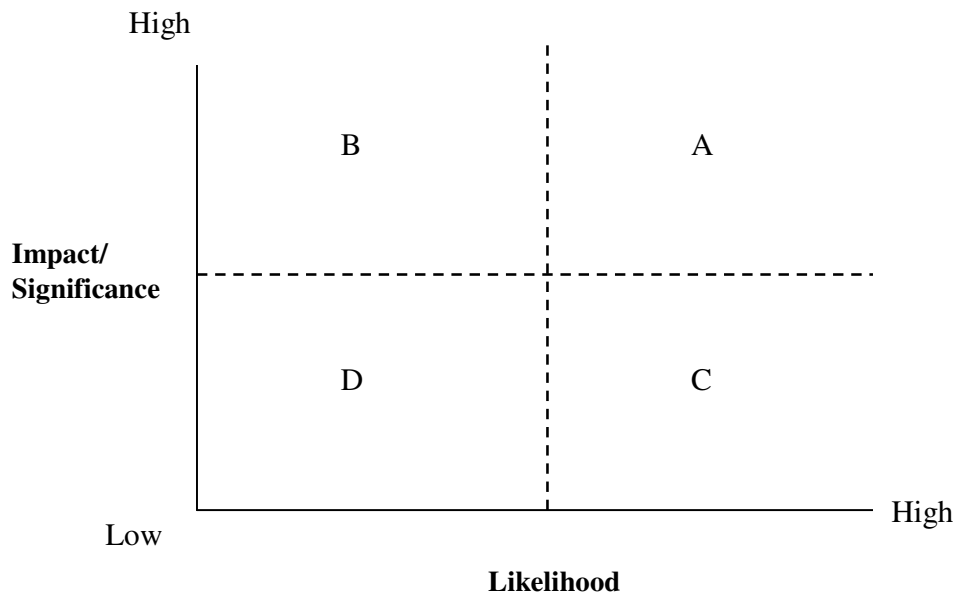
- Succession planning - the organisation’s reliance on its SDO/administrator and the lack of succession planning for these and board positions.
- Financial management: - the lack of safeguards against fraud and malpractice by way of policies and systems e.g. board financial reports, annual audit.
- IT management: - lack of policy and /or procedures to prevent the loss of data and related key information.

Often risk can be managed through simple policies but before this stage is reached it is necessary for the board/management to identify key risk areas, assess them and then determine policy. This topic could be work shopped by SNZ.

In the interim a simple matrix can help boards/management identify areas of risk based on high/low probability and high/low impact criteria (refer Table 3 below).

Table 3 Risk Assessment & Management Matrix

1. Assessment



Board/Management designated risk areas

- | | |
|----------------------------------|---|
| A = High impact, high likelihood | = Immediate Action |
| B = High impact, low likelihood | = Consider action and have a plan ready |
| C = Low impact, high likelihood | = Consider action |
| D = Low impact, low likelihood | = Monitor and keep under review |

To assist the Districts to do their own risk evaluation it is suggested that SNZ circulates relevant extracts from Standards NZ's publication "Guidelines for Risk Management in Sport and Recreation".

Examples of other areas of potential risk identified in the Review are:

- A general lack of documentation – the implications of this in terms of succession planning (the “what if” scenario) could be severe if all the information, policies and manuals are locked in the CEO’s/manager’s head.
- A lack of understanding about how to make the best use of committees – they can make a significant contribution by sharing the board’s workload and by acting as an adviser to the board and CEO/manager, provided each committee clearly understand their role and the limitations of their authority.
- Concern about the caliber of candidates from clubs for District boards and committees.
- Concern about the lack of interest by young people in board, committee work and general administration.
- Lack of professional development and training opportunities for boards and staff.

The Review highlighted the importance of board induction and training. To this end it is understood SNZ has circulated to each District a copy of SPARC’s “Nine Steps to Effective Governance”. It is suggested the Districts use relevant sections from this publication as templates and guidelines on improving their governance practices.

It is also understood that each District has a copy of the Institute of Directors (IOD) Handbook.

Both the SPARC and the IOD publications should be seen as quality resource material for District boards/committees to refer to and operate by.

Several Districts have advised they plan to use/have used the Review Survey questionnaire as a form of “WOF” checklist.

Notwithstanding all of the above it is proposed that the boards of each District consider implementing a formal training programme to regularly refresh themselves on current best governance practice. This can be done through the local branch of the IOD or NZ Institute of Management (NZIM).

Recommendation 3

Where it is not currently the case, each District to set up a formal board structure.

District board and management to annually review and where necessary, update their governance practices.

SNZ to continue to circulate material on effective/best practice governance to Districts.

Each District to implement training programmes to ensure boards and management are familiar with current best governance practice.

Comment

District ratings ranged from a low of 2 to a high of 5. It is unlikely either represents the true position and the average of 3.3 probably reflects where most of the Districts are currently.

More to the point this rating shows there is scope for improvement and this is why the Report recommends that each District establishes a formal board structure.

3. Meetings

Average Rating 3.7

The basics are done well, for example minutes etc are attended to and the standard of meetings was procedurally good (as reflected in the 3.7 rating).

Observations noted in the Review are:

- In a few instances board papers are not circulated prior to meetings. As a standard practice board papers and reports, including financial reports, ought to be circulated a week prior to the board meeting.
- In several instances board minutes were used merely as a record of the meeting. Again standard practice is they ought to be used as the basis of follow up action by the board and staff. Recording action points in the minutes is an easy way of ensuring board decisions are followed up/implemented and reported on at subsequent meetings.
- Surprisingly, at least one board did not report to members at the AGM on the organisation's performance – operational and financial. This is not only a legal requirement of incorporated societies but one of the board's paramount accountabilities to members.
- Several reported they had a number of meetings canceled. One reported they meet when the need arises. Both practices place considerable responsibility on the Chair and the SDO/manager that could also inadvertently create an information/communications gap with the rest of the board. Moreover, the board's governance role means it needs to be able to discuss/debate issues and regularly monitor the organisation's/manager's performance.

In instances where the board cannot meet and if it is not already being done it is suggested that the occasional conference call can be used as a quick and convenient substitute for a physical meeting. Normal meeting procedures should be applied with conference calls.

Notwithstanding the above in the main the standard of meetings was procedurally good.

However what was not up to the same standard was the use of meeting time. In the main there was too much emphasis on operational issues and too little emphasis on governance, strategy, policy, and the longer term direction and development of the Sport regionally.

For instance, an analysis of the minutes showed that a significant amount of time was spent on day to day, short term operational matters and not enough time on the strategic longer term issues.

It is accepted that a number of the Districts are small and that operational issues tend to dominate board meetings. To ensure balance it is suggested that each board develop an annual working agenda. The annual working agenda is a plan that sets out the main issues to be addressed by the board for the ensuing year. In its simplest form it is based around the meeting dates for the year with key agenda items designated for each meeting e.g. approve the annual business plan/budget, review the strategic plan, AGM. This not only helps the board to set and prioritise its agenda but it helps it to identify meetings that should be held as opposed to holding meetings for the sake of it.

Planning the board's work agenda should be included in the Best Practice Governance Manual referred to earlier.

Research by *DrivingForces* shows that many sports boards in the NFP sector (which includes virtually every sport organisation) spends approximately 70% of their time on operational matters – of which half of this is on issues that have happened and cannot be changed – and 30% of their time on longer term strategic issues.

This may be understandable for newly established or under resourced boards but not for mature and resourced ones as is the case with the Districts. The Districts have had boards/management committees for a long time and thus by definition they are mature boards/committees even though individual members of the board/committee may be new).

In terms of *practical* board management there needs to be a far better balance between the governance and operational requirements of the organisation.

Further, *DrivingForces* research also shows that on average a sport NFP board member will spend 100 hours a year on the affairs of the organisation compared to 1800 hours a year by full time staff.

This means that board members' time is valuable and not to be wasted on minutia -in short, *every second counts* - and boards should utilise the skills and knowledge of paid

staff and where applicable, advisory committees, to help prevent board time being spent on less important/operational issues.

Recommendation 4

The board of each District to review the way their meetings are structured to ensure adequate time is given to the longer term strategic and policy issues.

Each board to develop an annual working agenda.

4. Administration

Average Rating 3.5

Every District (other than Midlands and Otago) employs a SDO. Otago has elected to appoint an Executive Officer whose role entails squash development. All of them employ a full or part time administrator (the latter is principally employed by the smaller Districts).

The quality of District administration is on a par with most sport organisations. Not surprisingly there is a difference between the better resourced ones and the less well resourced, paid vs. non paid and full vs. part time staff.

Several Districts, including some of the larger ones, advised that due to new staff and/or boards and/or due to a reliance on part time/volunteer staff, a number of areas in the Administration section in the Survey have not yet been met. These Districts are urged to attend to them. The main ones noted are: -

- Non-existent job descriptions and annual appraisals for staff - so that staff know the scope of their work, their role and responsibilities, expectations and outcomes and that their performance will be evaluated annually.
- Lack of a formal training programme with budget to improve boards and staff skills and knowledge. In the case of staff this could include training to improve their overall management and administration skills or specific skills like computer and office technology.
- Inadequate resources to enable staff to do their job competently and professionally.
- Dated office systems/processes to enable administration efficiency and retention of information and knowledge. For example, through the use of data base and filing/information retrieval systems.

- Lack of attention to health and safety - most Districts do not employ CEOs and therefore in their absence boards need to take on the responsibility of ensuring the health and safety of the administration staff/SDOs. For pragmatic reasons, good working conditions frequently results in good work and high staff morale.

Note: It is accepted that small organisations have limited resources but it is prudent practice by their boards to maintain an oversight of the above matters. In larger organisations this is the task of the CEO and/or the manager.

In terms of generating funds, two Districts employ/contract people with marketing/sponsorship /fundraising skills.

This begs the question about an opportunity being lost to raise funds from sponsorships for the remaining nine districts. This “opportunity loss” is compounded by the fact that a good fundraiser should be able to assist clubs to tap into local sponsorship funds and ideally, help to coordinate the fundraising, marketing and profiling of squash within their District.

This is commented on in more detail under item 7.

Accessing management and administration advice and resources. For example, advice and templates on strategic and business planning, financial management and reporting, fundraising and marketing, office systems and so on. Section 3 recommends that SNZ repositions itself to become a provider of services to the Districts.

It is also recommended that the Districts become service centres to their clubs, schools and the local community. The services to be provided are easily ascertained by surveying the clubs and schools. In most cases the services can be accessed directly from SNZ or from the local RST.

During the consultation process the Districts advised they have no problem with the notion of sharing information – indeed they welcomed it. Yet on the question about relationships most Districts (9) do not consider the other Districts as a prime source of information nor as part of their relationship network. This is surprising given the collective knowledge of the Disciplines is considerable and as such it ought to be a primary sources of information. Whatever the reasons for this the Districts are quite capable of fixing it. SNZ can supplement their efforts by helping to facilitate the sharing/networking process.

For instance, Hockey NZ runs a highly successful national administrator’s conference as part of its professional development and training programme for its regional association administrators. This allows them to network among each other as well as benefit from the topics covered at the conference. It is suggested SNZ consider a similar scheme.

Further, it is suggested consideration be given to the Districts running similar workshops for their area. This would allow people from the clubs, schools and local community to attend and benefit from the sharing of knowledge and information (and best practice). The importance of good club administration is obvious and such an initiative by the

Districts would be a positive step in this direction. In terms of logistics and cost efficiency, it could be run in conjunction with SNZ or jointly with the Regional Sports Trust and/or a group of other like minded sport organisations.

Several of the Districts commented they feel they are not realising their full potential and are not contributing to their clubs/schools/local community and thus are not taking the Sport forward to the extent they feel they should.

There is no quick fix to this but a strategy to gradually introduce the type of programmes outlined in the Survey and this Report will go a long way toward helping them to achieve their potential.

Even so it is stressed that each District is ultimately responsible (and accountable) for its own well being, including how they can work smarter, employ the right people for the right job, training, introduce operating efficiencies and deliver quality programmes and services “down the line”.

To the question about managing court complexes, all but one District advised this does not apply to their staff.

Recommendation 5

Each District to review and, if necessary, update their core administration practices.

Consideration to be given by SNZ to running a national administrators conference/workshop to enable training and networking by District administrators.

Districts do the same for clubs, schools and local communities.

Comment

For sound business reasons it is important for the Districts and clubs to be as administratively competent and as efficient as possible.

But administration capability and efficiency is not only about having good systems for the sake of it. It goes much further than this. The flow down benefits ultimately impact on the overall health of the Districts and their clubs, schools and local communities in terms of membership growth, financial viability and every other aspect of their operation.

It also opens up the wider question of the role of the volunteers vs. professional. This is an issue for every sport and NFP organisation. The careful management of this is an enormous challenge. Research suggest there is a steady move toward professional

management which means volunteers are being freed up from administration duties and becoming more involved with the On Field activities of their sport (which is what many prefer to do).

It is important not to confuse this with employing people for administrative functions when their real value lies elsewhere. For instance SDO's are for the development of the Sport – this is their real value and this is what they have been employed to do. This needs to be balanced against their administrative duties. Ultimately it is the board's decision how they are best used. The new funding regime brought in by SNZ in October means board's can deploy their resources (which SDO's are a major one) and focus on producing outcomes for their (member) clubs.

There is one other matter that should be considered by District boards.

The survey showed that the Districts who have professional management perform better than those who do not. This is understandable given the voluntary nature of their boards, whose members are busy people and unable to commit their time to the organisation to anywhere near the same extent as full time staff.

Leading sport bodies are aware of this and are recruiting professional staff to run the organisation's operating side. This relieves volunteers of the burdensome administration functions.

It is accepted that in the short term this is not possible for every District. However it ought to be a target for those Districts who do not have full time professional managers. The reason for this is because as the membership grows and as clubs and schools grow with them, the Districts must keep pace with this growth. If the Districts cannot manage this it raises serious questions about their purpose.

5. Delivery Infrastructure

Average Rating 3.8

This section relates to the quality of the delivery structure – the ability of the Districts to deliver programmes and services for SNZ “down the line” to clubs, schools and the local community. This has become an essential element of their core business and, like SNZ, over time they need to reinvent themselves by becoming a service centre to clubs etc.

Their ability to do this successfully is pivotal to the philosophy of *national strategy, regional delivery, locally owned and driven*. It is also pivotal to the growth and well being of the grass roots of the Sport nationwide.

The key to this is to ensure the delivery infrastructure, from the national office through to clubs and schools, via the Districts, is as good as it can possibly be. This is why the Waikato study is so valuable because by providing points of comparison for Districts to

benchmark themselves it effectively becomes an incentive for District's to improve their performance.

It is self evident that achieving a world class delivery structure will boost the growth and development of Squash at every level.

The Review showed that every District has some capability but not all Districts have equal capability. This has been recognised by the Districts concerned and it is being addressed. For instance, one District remarked their programmes are now being reviewed to ensure they meet a specified level of quality. Another said their SDO is overcommitted and to ease the pressure they are applying for funding for a full time district coach.

This view was reinforced by the club survey which showed the Districts are capable of delivering the On Court aspect of squash but frequently fell short when it comes to the Off Court. This is why the Report recommends the service centre role for SNZ and the Districts – to provide quality programmes and templates on matters like strategic planning, financial reporting - as well as initiatives like the national administration conference/workshops.

A critical element of SNZ's/District's service delivery to clubs are the SDOs. They represent the professional element of the delivery chain.

Although their current and potential contribution to the development of squash is commented on later in the Report it is noted that in the initial stages the new funding regime could create some confusion between their development and administration duties. No doubt this will be worked through in time and balanced targets and outcomes will be defined.

Recommendation 6

Each District to monitor and review the efficiency of their delivery to clubs, schools and the local community, including the workload of volunteers and SDOs.

District boards/managers to ensure their SDOs are allowed to do their development work and are not overburdened by administration functions.

Comment:

SDOs are the face, the eyes and ears of the District and SNZ. They are also its intelligence in the field. They and the Districts have to be as good as they can possibly be in order for the Sport to thrive at the local level.

"Managers on the front line are critical to sustaining quality, service, innovation and financial performance."

6. Plans

A number of the Districts have spent considerable time and effort on planning.

Unfortunately this does not apply to all of them. Even though they acknowledge the importance of planning and that it is an integral part of every organisation's activities, the reasons given for this was lack of time, a lack of expertise, lack of resources and in one instance plans are "worthless" due to the time it takes to develop them and because they are regularly changing (good plans ought to allow for a certain degree of flexibility to accommodate changes in the environment).

Evidence shows those organisations most likely to succeed are those who plan how they intend to succeed. Planning helps them to:

- establish a direction - strategic and business - on where they want to be in a given time - 3-5 years for a strategic plan, 12 months for a business/operating plan,
- identify the goals it wants to achieve within the designated timeframe,
- identify the resources it needs to achieve its objectives/goals,
- establish targets/performance measures to ensure it is on track,
- respond to changes in the environment that could impact on it – political, social, economic - local, national and international,
- provide the basis of reporting performance to stakeholders.

Sir Winston Churchill once said *"Planning is everything, the Plan is nothing"*. By this he meant the planning/thinking part is the most important aspect of the planning process and is the key to achieving the organisation's objectives. The plan itself is merely words on paper. It is the quality of thought that goes behind the plan that often distinguishes the very good from the very average.

This is what the board and management of top organisations spend time on – quality thinking and planning.

a) Strategic Plans

Average Rating 3.5

The Review showed that the Districts are aware of the role of strategic planning as a tool that sets the direction of the organisation and as a means of growing the Sport.

The strategic plan sets the longer term (3-5 years) strategic direction of the organisation. The board is responsible for doing this and the board is ultimately accountable to stakeholders for the results.

The Review showed that:

- ten of the eleven Districts have strategic plans. One does not, preferring instead to set goals and plans with the team,
- a number advised they are struggling with implementing their plans because of a lack of funds/resources,
- most of the plans have not been costed nor do they have budgets,
- several advised their business plan does not tie back to their strategic plan,
- a number advised they do not monitor or evaluate the performance of their plan,
- several did not align with SNZ's strategic plan.

The Report notes the wide discrepancy in the quality of the plans. Some were very detailed, others were business rather than strategic (the two are different and serve different but complementary purposes), while others were very general and more in the nature of statements of intent.

There was a general lack of detail about the financial information and the resources needed to implement their plans. In signing off the plan, the board needs to know it is consistent with the strategic direction of the organisation and that funds are available to meet its financial commitments without compromising its financial viability.

On the point made by many of the Districts about the lack of funds and resources the obvious solution is to either find the funds or readjust the plan to reflect the reality of the situation. The Report notes that the latter option is the more prudent one with the rider that as more funds come on stream the scope of the plan can be expanded.

Monitoring the plan is a good way for the board and management to “keep a finger on the pulse” in terms of how the plan is progressing and whether it is meeting the board's/organisation's short and longer term goals, KPIs and outcomes. This is an integral part of the board's accountability to members and stakeholders.

As strategic planning is important it is suggested this is a subject that should be taken up by SNZ. This can be done in a number of ways, for example by providing resources/planning templates, running planning workshops and by providing advice/assistance to Districts.

b) Annual Business Plans

Average Rating 2.0

The annual business/operating plan is different from the strategic plan.

Whereas the strategic plan is longer term, with the strategic direction set by the board (or ought to be) and is thus the macro management of the organisation, business plans are the detailed operational execution of the strategic plan and are developed and driven by management. In the case of smaller organisations it is often driven by the board or a board subcommittee(s).

The function of a business plan is twofold - a) to pick up the main elements of the strategic plan as prioritised by the board for a given year and b) to manage the normal operating activities of the organisation.

The business plan, accompanied by a budget (and other relevant financial information such as income and expenditure and cash flow) and performance indicators, should be approved by the board. The reason for this is to ensure the business plan is affordable and that it is consistent with the board's strategic direction and priorities.

Many, but not all, of the Districts have annual business/operating plans and budgets and regularly report to their boards. A number of the reports are of a high standard.

However the Review highlighted factors that need to be flagged:

- several Districts advised they have recently done their strategic plans and have not had time to do the business plan. The latter needs to be given priority,
- some Districts focused only on the budget rather than the budget *plus* the plan,
- a number did not have any reporting requirements – either from staff, board or subcommittees,
- several used the business plan as their strategic plan and vice versa,
- a number of the business plans did not align with the strategic plan – in effect they operated independently of each other.

The average rating for planning was surprisingly low and indicates a real need for training and resources in this area of their activities. As mentioned above, it also indicates a need for some form of involvement by SNZ to ensure quality and consistency in the planning process.

It is proposed that each District be required to lodge a copy of their strategic and business plans with SNZ as a condition of receiving their annual grant, (which in turn is fixed to agreed outcomes).

Such a step will help to ensure plans are done in a timely manner. It will also enable SNZ to overview them as a form of quality assurance, monitoring performance and maintain a strategic overview of the allocation of resources nationwide.

Recommendation 7

To improve the quality and consistency of planning:

- **In instances where it is not done each District to formally develop and implement strategic and business planning as part of its core activity and as a condition of SNZ grant.**
- **For purposes of quality assurance and monitoring performance, SNZ to receive copies of each District’s strategic and business plan.**
- **SNZ to run workshops on strategic and business planning. The Districts do the same for clubs and schools.**

Comment

Based on the Districts self evaluation the planning process is one of their weaker aspects. Planning does take time but it is an important part of the board and managements thinking process. Unfortunately too many boards want “to get on with it” rather than spend time thinking about what it is they intend to get on with, let alone the end result they want to achieve. The net effect is a lack of clarity in direction, goals and implementation and confusion for management.

This is one aspect of the Districts activities that is too important to ignore. This is why the Report recommends SNZ’s involvement in the planning process. It is accepted that each District has to be responsible for developing its own plan that meets their needs and that of their clubs, schools and the local community as well as SNZ but there is no reason why SNZ’s expertise should not be utilised in the process.

7. Financial Management

Average Rating 4.0

Finance is an area that has to be managed properly. It is an area where the very highest standards of accountability are expected. In this respect it is an area of zero tolerance.

Note: the Report is aware of the Waikato Management School benchmarking comparison. It is an excellent initiative as it creates a standard point of comparison of financial *performance* of the Districts. Its focus is generally on their macro financial performance - that is, gross I & E, and various cost breakouts associated with it. It does not, nor is it meant to, report on the financial *management* of the Districts.

It is suggested the Waikato survey could be used as a platform to build other comparative/benchmark standards, for example to measure club/member satisfaction levels and the flow of schools to clubs, retention levels.

a) Board's Responsibilities

The board is ultimately accountable for the financial performance of the organisation which means it is responsible for ensuring there are sufficient funds to meet its operating costs, funds are used as intended, reports are approved and minuted and funds are accounted for in the proper manner to members and stakeholders (normally at the annual general meeting).

Best practice requires board's have accurate and timely financial reports at every board meeting. This should be one of the board's "no exceptions" policies.

If the board is not happy with the financial reports it should stipulate what it wants and insist they are presented in the manner prescribed.

There should be at least one board member who understands how to read a set of accounts and a balance sheet.

It is suggested that part of the induction programme for new/non finance board members be spent on the basics of financial reports, for example understanding the difference between an I & E account and a balance sheet and how to read/understand them.

The Review found that in the main -

a) Most of the District boards met the required standard insofar as they:

- receive accurate and timely financial reports that are formally minuted,
- have someone with appropriate financial and/or accounting skills on the board or accessible to the board (one Districted reported they outsource to an accounting firm for their monthly reports),
- audit their accounts annually,
- report to members on the organisation's financial performance, generally at the AGM.

b) The Review found a few examples where this is not the case and where boards:

- do not receive up to date financial reports, and -

- review rather than audit, the annual accounts.

For the boards who fall short it is strongly urged they amend their practices so that they meet the standards of the other Districts.

b) Reports

The Review showed a wide range of financial reporting styles. Some have large amounts of detailed information and others the bare minimum. Some were presented in a simple spreadsheet format; others were complex and difficult to follow. Some had balance sheets, a number did not. One did not present any financial reports at all for the board.

It is understood SNZ has developed a standard chart of accounts and financial reporting software system for use by the Districts. The intent is to improve the quality of their financial reporting. It is understood only one District uses it. There may be reasons why the other ten do not but it is suggested that SNZ require everyone uses it as a condition of their grant.

The reason for this is because to compete in an incredibly tough environment and to allow more quality time to service clubs/schools/local community every element of the Districts business has to be as streamlined and cost effective and as professional as possible This applies not only to their financial function but to communications, web sites, sponsorship proposals – everything.

Note: Examples of standard networking software system are Green Trees and Money Works (it is understood MYOB is used but it should be noted it does not have networking capability).

There are benefits of improving the District's accounting and reporting systems. The more obvious ones are:

- improve the quality of financial decision making,
- enable the board to exercise oversight of the organisation's financial performance,
- enable SNZ to keep an overview of the financial health of its Districts,
- add value to the annual benchmarking exercise conducted by the Waikato Management School,
- in time, create the ability to compare (benchmark) the financial performance of the Districts against other/similar sport organisations.

Recommendation 8

To ensure quality and consistency in financial management each District to adopt and implement by the start of the 2007 season the software system recommended by the SNZ working party.

To assist its oversight responsibilities each District to forward their board financial reports to SNZ.

c) Financial Performance and Financial Position

It is not the purpose of the Review to analyse the financial performance or position of the Districts but in terms of capability the following is noted:

- eight of the eleven Districts (73%) produced surpluses for the 2004 financial year,
- the financial position (balance sheet) of the eleven Districts showed them to be in reasonably good health.

Note: Two of the three Districts referred to above have run deficits for the last 2 – 3 years. There are reasons for this but it is imprudent to allow the situation to continue indefinitely. Even though they may have reasonably healthy balance sheets (at least one of them does) this does not obviate the need for either of them to run balanced budgets. Until they do it is suggested their financial performance be monitored by SNZ's board and CEO.

The balance sheets show the bulk of the Districts are in a sound financial position. The Review found this to be due to prudent financial management and an understanding by the respective boards of the need to retain a certain amount of funds for the (inevitable) "rainy day".

d) Source of Funds

The Waikato survey provides a comprehensive comparative analysis of the Districts financial KPIs, including sources of income.

An analysis of the data shows the District's increasing reliance on trust funds. There is nothing wrong in this: in fact it is a legitimate source of funds. Of concern however is that it has become the *main* source of District income.

Relying on trusts as an ongoing source of funds needs to be treated with caution.

Given the change in legislation that now govern such funds, the decline in trust funds nationally and the cyclical nature of fund allocation, reliance on it does raise the question of risk.

Boards need to be satisfied that relying on such funds to the extent that many of them do is an acceptable risk and does not jeopardise the longer term legal/contractual commitment and financial viability of the organisation.

In terms of securing their longer term financial viability it is important for Districts to maintain a balance between “external” sources of income from trusts, sponsors and donors, and “internal” income from the sport itself. Of concern is that levies as a percent of total income have been steadily declining over the last three years.

The Waikato survey and the Review also showed that sponsorship income is, with one or two exceptions, a relatively minor form of income. It is suggested this is an area where SNZ could assist the Districts and clubs to by providing sponsorship proposal templates.

This is highlighted in the following Tables:

Table 4 Summary of Sources of Income (as % of total income - 2002 - 2004 – all Districts)

	2002	2003	2004	Total Movement
Grants – (trusts & others)	32	40	50	+ 56%,
Sponsorship	5.1	3.2	1.6	- 69%
Levies	33	28	23	- 30%
Other	30	29	26	-13%
Total	100%	100%	100%	

Source 2005 benchmarking Comparison – Waikato Management School

The Table shows that over the period of the survey the Districts have become more reliant on grant/trust funding and levies and other forms of funding have declined as a percentage of the total. Sponsorship is still an insignificant source of income as highlighted in Table 5 below.

Table 5 Sources of Income

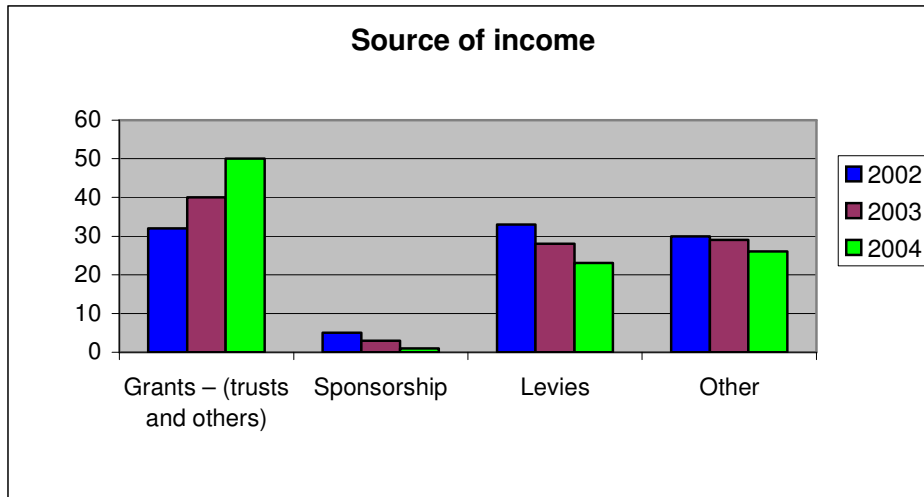


Table 5 illustrates the gap between the amount of income derived from sponsorship verses other sources and the potential that exists to grow the former.

d) Finance Committees

Finance committees and audit committees have technically different functions. Finance committees role is to assist the management to set budgets, monitor expenditure etc whereas audit committees tend to focus on processes and are the interface between the board and the external auditors.

For the Districts, in most instances they tend to be the one and the same. That is, the committee oversees the financial management and systems of the organisation and liaises with its external auditors.

Either way they do have a function and can be a very useful resource for small organisations.

In terms of their role and function and their relationship with the board and management, as a committee of the board (known as a board standing committee), they should have clearly a defined terms of reference, accountabilities and limitations on their authority.

e) Policy on Surplus and Reserve Funds

Most Districts achieved a year end surplus but one has not for two years. This needs to be rectified.

Running cost centres is common practice and it is given there will be pluses and minuses between them but overall it should smooth out so that by year end the organisation produces a surplus. It is not prudent to run deficits indefinitely and to rely on reserves that have built up in the past to top them up.

The Districts are aware of the need to have an acceptable level of reserve funds and generally have some funds set aside for the “rainy day”. The amount varies between Districts – for the smaller ones it is in the \$5000 - \$10,000 range; for the larger ones it is \$50,000 +.

It is prudent for Districts to have sufficient reserves to cover any short term cash flow problem. As a general rule of thumb they ought to have reserves equivalent to 3-4 months of their core operating costs (in one instance reserve funds were sufficient to cover the cost of employing their SDO for 12 months).

With respect to surplus and reserve funds the Review found little by way of board *formal* policy either on the amount or management of either fund. In terms of good financial governance and prudent business practice it is suggested that policies/guidelines be developed to cover the above.

Another reason for this is that it tends to defuse concern among members about creating surpluses/reserves for the sake of it. Experience shows that members generally resist the notion their money is earmarked for some unknown contingency in the far distant future.

Recommendation 9

Other than for exceptional circumstances, Districts not to run deficit budgets.

Written guidelines to be drawn up on the investment/management of reserve funds.

Each District to develop a formal written policy on an appropriate level of reserve funds to cover operating costs and the cost of employing the SDO.

Comment

The above comments do not imply the management of the districts finances is untoward in any shape or form. But they are aimed at improving the professionalism of the Sport and in particular the management of the Districts.

8. Volunteers *“Ordinary people, extraordinary contribution”*

Average Rating – 2.8

All eleven Districts acknowledged the importance of their volunteers and the role they play in underpinning the running of their sport and every one of them expressed concern about the shrinking volunteer base - a matter of concern to all sport bodies.

There are many reasons for this - changes in the social and recreational environment, pressure of time, declining interest in local/community affairs, inability to identify with a club or a team, the “old guard” ceiling syndrome (volunteers refusing to move on and/or make way for others) and so forth.

One reason however is the perception that paid staff is paid to do all the work and volunteers are no longer needed.

Nothing could be further from the truth. They both have important roles to play.

Volunteers are needed. But what is also needed is a plan or a policy on recruiting and retaining them.

Most sport organisations are proactive in recruiting and retaining their volunteer base and the Districts are no exception to this. They do the basics well - for instance most provide newsletters and acknowledge their contribution in Annual Reports and the like.

But it can go much further than this. For instance each District ought to ensure they have an up to date data base of their key volunteers, have proper induction and training for them, have a manual on volunteer management, where possible attend courses on recruiting/managing volunteers (for example, targeting retired and semi retired people in the community) and so forth.

The Report notes that some did the basics very well but it also notes that surprisingly, for volunteer driven organisations, a number do not. For instance several do not have any form of data base, no induction/training programmes, no manuals on volunteer recruitment and management and don't even send them their newsletters. In fact the impression given is that in some cases volunteers are taken for granted and that volunteer management is virtually non existent.

It is strongly suggested that:

- Districts ensure they have volunteer recruitment and retention plan and policies on the management of volunteers, and –
- The topic of volunteer management form an agenda item for the (suggested) SNZ national administration workshop,

- SNZ and the Districts obtain copies of the NZ Federation of Voluntary Welfare Organisation's publication on managing volunteers at a cost \$16.50 per copy and SPARC's "Running Sports Modules – Volunteers".

Recommendation 10

Districts and SNZ to factor in their planning and policy making process volunteer recruitment and management.

SNZ to provide material/resources/run a workshop on volunteer management.

Districts and SNZ to get copies of the NZ Federation of Voluntary Welfare Organisations publication on managing volunteers and SPARC's material titled "Running Sports Modules – Volunteers".

Comment

Along with planning, the management of volunteers had a very low self rating. It ought to be a matter of concern for Districts and SNZ.

9. Relationships

Average Rating – 3.4

Almost without exception the Districts understand the importance of sound relationships at local/community level although at times it was acknowledged this is due more to practical necessity than to any feeling of collegiality.

a) Clubs & Schools

In terms of the relationship with clubs the Districts are aware of its importance and apply it through their coaching, competitions, player development and related programmes, and generally by liaising with them through their SDOs and District Presidents/Chairs (it is accepted this is more difficult for Districts with a wide geographical spread).

It was suggested that the better resourced Districts consider how they might assist the administration of under resourced clubs by providing and/or contracting administration and financial services. This type of support would add real value to the relationship between them.

It is worth noting that in the case of another sport; although their Regions (District equivalent) acknowledged the need for this their response was to suggest they provide a grant to the clubs concerned. This missed the point of the proposal. The intent was to relieve the club of the administration burden, enable volunteers to focus on what they are good at/prefer and to enhance the relationship between region and club.

In the main the District's relationships with schools is good. This is where the SDOs have made a big difference. In contrast some sports struggle to establish good school relationships, especially in Auckland. This does not appear to be the case with squash.

In terms of numbers of school players it was difficult to get a feel of this from the Districts. It is therefore suggested that in the absence of accurate data that a simple survey be done by each District (SNZ should be able to do a survey template) on the number of schools players and the number who go on to become club players. It is conceivable the research will show schools as strong potential areas for club recruitment.

b) Other Sports

A surprising aspect was the apparent lack of contact with other sport organisations in their area (this comment does not apply to all Districts but it does to a sufficient number to warrant flagging). This ought to be a logical starting point for networking, sourcing information, sharing experiences and cross-fertilising ideas.

The regional sports trusts ought to be well placed to facilitate this - formally and informally - and many do, as do the SDOs. In instances where this is not the case it is suggested the SDOs/managers of the individual Districts take the initiative and set up their own networks and forums.

Within each District is a wealth of knowledge. In fact there is very little in the sports community that has not been done before. The trick is knowing how and when to access it.

c) SNZ Districts & the squash community

Another surprising aspect was the apparent lack of inter District contact between Districts and in some instances with SNZ itself. They are a resource to be tapped into. The art of a successful sport is to work as a team Off the Field (and compete fiercely On the Field) and to maximise the benefits for the sport as a whole.

In common with every sport the squash community has an enormous amount of resources, knowledge and information. For example, former and current players and officials are often willing to help out if approached.

d) Local Sponsors and Business

Business and sponsorship are synonymous.

There is a relationship gap between the majority of Districts and local sponsors and business. This is clearly highlighted in the Waikato survey. It shows that sponsorship is a small and declining part of Districts' income to the point where in several instances it is virtually non-existent.

Managed correctly sponsorship is an area of opportunity.

Comment has been made about the ease of accessing and the growing dependence by Districts (and sport in general) on trust funds. Prudent boards and managers will realise that trusts are neither a secure nor a sustainable long term funding option. Other funding streams have to be explored.

The challenge for the Districts is to create sponsorship opportunities for local businesses and then marry it to their needs. This takes time, a strategy and resources. Successful sponsorships are mutually productive and can last a very long time.

The District's and SNZ's sponsorship strategies ought to complement each other. To ensure this is the case it is suggested SNZ develops a national sponsorship strategy that includes the Districts and that it (SNZ) maintain a strategic overview of the sponsorships to ensure there are no major conflicts between sponsors. Ideally SNZ's national sponsors should be encouraged to include the Districts as part of their local/regional sponsorship breakout.

In addition, Districts ought to utilise the sponsorship expertise of SNZ (for example, using their sponsorship proposal templates) and/or SNZ consider workshops on how to effectively generate sponsorship income.

Another aspect of relationship building is the role of strategic alliances. This is an area often overlooked by sport but which is common practice by other operators of the NFP and business sectors.

Strategic alliances are based on identifying areas of mutual interest shared by another party (it can be more than one) but where one of the parties can use the critical mass and resources of the other to achieve its objectives. For instance, SPARC and the Ministry of Education: SPARC's mandate is to get more people physically active and to help it achieve this it works with the Ministry and the education system to encourage children to take part in physical activity. The Ministry's resources are substantial and thus it makes sense for SPARC to work cooperatively with them by way of a strategic alliance.

Recommendation 11

Districts to review their current relationship networks and develop, prioritise and implement a strategy to ensure all key business and stakeholder and external relationship areas (e.g. RSTs), are covered and attended to. This to include strategic alliances.

District board meetings to include a section on relationship development and management with particular emphasis on the clubs/schools/local community.

Greater focus to be given on developing relationships with the business sector.

Comment

Relationship networks are to benefit the Districts and the individuals involved in them e.g. SDO, coach, manager/administrator. As part of the process it is important to identify and prioritise the (external) organisations that are capable of adding value to the work of the District. There will be those who can add direct value, for instance other Districts and other sport organisations and there will be those who have a less direct but nonetheless important value. For instance the local Chamber of Commerce and the NZ Institute of Management as sources of staff training.

Effectively, what is being proposed is a more strategic approach to the relationship side of the business. Without question the District's priority are its members and key stakeholders – current and potential, including local business.

Communications and Media (not in the Survey)

At a time when every sport organisation is competing for its share of funds, membership, media profile and public support, it is paramount that they be able to communicate articulately and cost effectively to a diverse range of stakeholders.

Moreover, stakeholders today expect to be kept well informed about what is happening in the organisation they are involved in.

Although communications and media were not raised in the survey it was discussed in the follow up consultation with the District Presidents/Chairs.

The Report notes the following:

- The Review found that each District has close contacts with the media and most of them have designated spokespeople. Very few of them have a formal communications and/or a media plan. For the smaller ones this may be a matter of resources and familiarity with their environment but it is strongly suggested that all Districts formalise this with a simple plan.
- Many Districts commented on the breakdown in communications with clubs and, in particular, the blocking effect of the club secretary (or similar official) in getting information to other club officials and members. This is a matter best dealt with at local level but it is worth noting other sports have addressed it by regular meetings with club delegates and through appointed volunteer liaison officers to act as an informal interface with clubs. Both strategies appear to work reasonably well.
- Today's communication/information plans have to involve e-technology. This is the medium of young people who are a key target audience for every sport.
 - E-mails are now standard business practice and are used extensively as a communications tool by almost everyone with access to a computer.
 - The internet/web site is both a communications and an information tool and one which is used extensively by young people. Interestingly a number of the smaller Districts do not have them.
 - Consideration should be given to how it (SNZ) can create a national "look and feel" website with each District have the ability to breakout with its own local news, draws, stories, results and rankings. It is expected sponsors would certainly appreciate the opportunity to be part of a national initiative.
 - Sport faces the challenge of recruiting and retaining teenage members. This is helped if young people are communicated to in their "language". Their language is predominantly based around e-technology, namely e-mails, mobile phones/texting and web sites.
 - The web has proven to be an excellent method of communicating a raft of information from tournament draws/results through to what's happening in the world of squash. The mobile phone with its texting capability has become a widely used communication tool and other devices. Sport administrators need to keep up with these changes to ensure their communication mediums are the same as used by their members.
- Competition for media coverage is intense. The media can only give a certain amount of coverage to sport and demand for this frequently exceeds supply. It is up to each sport and sport organisation to ensure it gets its share of media coverage (or else lose it to another sport). This is why a media plan/manual and a media tool kit on how to get the best from the media are very useful resources for Districts and clubs. It is understood SNZ has developed a media manual and circulated it out to the Districts.

The question arising from this is - is it being used? The reason for this is because any advantage gained from a positive media profile can easily be lost through a foolish, inappropriate or unresearched comment.

10. Benchmarking and Best Practice

a) Benchmarking

Most of the Districts have heard of benchmarking but few really understand how it works and even fewer recognised they apply it through SNZ's Waikato survey.

The Waikato survey provides an invaluable baseline performance tool. Its merits have been commented on earlier. It's a benchmarking tool that enables each District to measure and compare its performance in key operational areas against its District counterparts.

It is suggested Waikato Management School be asked to include *qualitative* benchmarks standards. For example, the quality of coaches as judged by the number of players who reach district, national and international standard. Likewise the quality of the referee programmes as judged by the numbers who achieve national and international ranking.

The same principle can be applied to other areas of operational activities such as the membership flow from schools to clubs and club retention levels. For instance, clubs that have a strong membership of young people are doing something right in this area. It might be a social or a player development programme, a coach or mentoring programme or some other factor that can be shared with other clubs.

A good way of improving the performance of clubs is by introducing benchmarking surveys, similar to SNZ's District one where club key performance areas can be compared within each District and between Districts.

This would provide a valuable tool to help them improve their (club) performance by identifying what they do well and areas for improvement.

In the context of this Report and in particular the role of the Districts in the grass roots of squash any step or strategy that helps to improve their performance has to be given serious consideration by the Districts and SNZ.

Looking further afield, there is the potential to expand this benchmarking concept to other sports so that squash Districts and clubs can compare how they perform against their equivalent counterparts in other sports such as hockey, tennis and golf.

The above comments are intended as constructive points that will add value to what is already in place. The initiative by SNZ in commissioning the Waikato benchmark survey for Districts can be expanded to include clubs. It could also form the basis of the inter sport comparison referred to above.

b) Best Practice

Best practice is determining who does what the best and applying it to their own organisation. Even though best practice often goes “hand in glove” with benchmarking, they are not the one and the same. Benchmarking relates to comparing/measuring performance - quantitative and qualitative whereas best practice relates to standard of the practice.

Most of the Districts understand it and a number are applying it informally but there appears to be neither a specific strategy nor policy to formally apply it.

Best practice applies not just to governance but to other aspects* of an organisation's activities - On and Off the Field. A case in point is communications. This can be done by comparing who is the best or the most *effective* District at communications (it can even be broken down in to who is the best/most effective at specific aspects of communications like e – communications, use of the web site, newsletter content and readership i.e. reach and frequency and so forth).

*Note: It is worth remembering each District needs to determine what it wants to be the best at, bearing in mind it is very difficult to be the best at everything!

It is recognised they can only be done subject to resources and time. But it should be factored into SNZ's and the Districts strategic planning process and it should be extended to clubs.

For example, with respect to clubs, one of the benefits of benchmarking best practice is that by identifying outstanding performers it not only provides examples of what can be achieved but it also creates the opportunity to acknowledge and incentivise outstanding clubs is presently done with the clubs of the year awards.

However it is proposed it goes further than this and to identify models/best practice standards of excellence in specified activities. For example, junior programmes, youth retention and so on for other clubs to follow.

For exactly the same reason it is proposed the same concept applies to schools.

Recommendation 12

SNZ and the Districts to examine ways of extracting additional value from the Waikato Management School benchmarking survey in the manner outlined in the Report, for example *qualitative* comparisons.

Districts to consider:

- **benchmarking club key performance areas (suitably weighted),**
- **introducing an annual award/incentive scheme for schools similar to the club of the year awards.**

Comment

No rating was asked for the benchmarking/best practice section of the survey but it is stressed it is a critically important that clubs, districts and the national office make every effort to ensure they are as good as they can be – i.e. *“all parties doing all things very well all of the time”*.

11. Value for Money

Average Rating – 3.7

Value for Money is commented specifically on in the next Section.

As a general comment most of the Districts thought they provided value for money to the clubs and schools but some acknowledged they do not and could do much better.

In the main the clubs acknowledged they got value from their Districts for their On Court activities but not for their Off Court ones.

There were mixed views about whether the Districts got value from SNZ. They recognised that the benchmarking by SNZ is valuable, that it is under resourced but still produces quality high performance programmes and resources for coaches, and that the web site, especially the grading list, is good value.

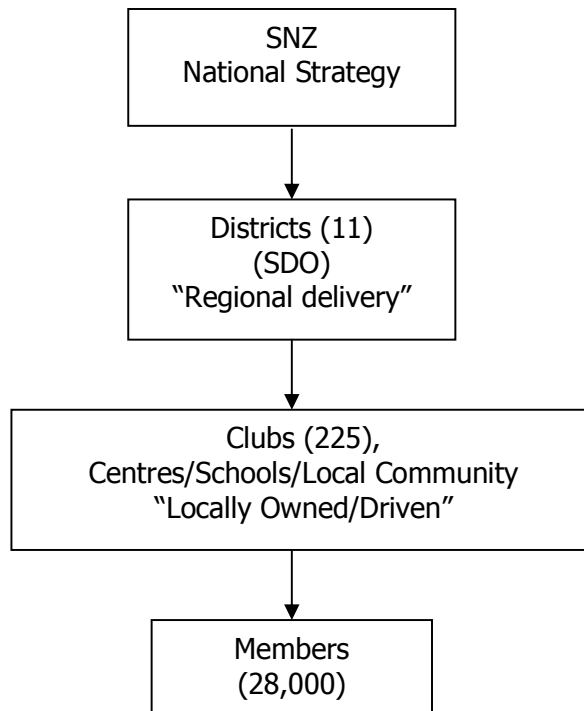
Note: Several commented they measured “value for money” by the money they got (or didn’t get) from SNZ. It was not the intention of the survey to literally put it into money terms but to evaluate whether or not the Districts felt they got value from SNZ across a range of services/programmes for the levies paid.

Interestingly, very few mentioned SNZ’s contribution to the SDOs yet throughout the Review they were held up as a key factor in the future growth of the Sport.

On the specific issue of value for money, the real question is not what happened or did not happen in the past but what needs to happen in the future.

SNZ is the national body and it is for this reason that this Report stresses the importance of its leadership role in improving the capability of the Districts by providing the resources to assist them to help them take their clubs, schools and local communities to another level. In effect what is being sought is a value added chain (Table 6).

Table 6 Value Added Chain



12. Squash Development Officers

Average Rating 4.8

The Review highlighted the important and valued role played by the SDOs.

They are the face, the eyes and ears, of the organisation. They are also its “intelligence” in the field. They have to be as good as they possibly can in order for the Districts and SNZ to deliver relevant and timely programmes and services to clubs and to assist them to grow the Sport locally.

The Report notes the SDOs are employed, paid by and report to their District. Their link to SNZ is:

- Funding – Over last 9 years SNZ has funded (in most instances) up to 50% of their cost (\$ for \$) up to a maximum of \$20,000.
- As part of the funding arrangement Districts have signed a ‘Funding Agreement’ to meet specific obligations - including:
 - employment of an SDO (in consultation with SNZ) – involvement in recruitment process, involvement/influence in setting terms and conditions of employment, role description (as per SNZ’s template) etc,
 - contributing on a \$ for \$ basis with SNZ,
 - providing SNZ with planning (as per template) showing targets, objectives and strategies for development programmes,
 - providing progress reports (monthly as per template),
 - achieving agreed targets/results – as negotiated with SNZ.

It is understood that in the past the SDO responsibility and accountability lines have become blurred between the Districts and SNZ.

This has been due to the general lack of capability and time availability by volunteer boards/committees to provide the environment, guidance, direction, personal development, ‘day to day’ management and support for the SDO role.

This function has largely been filled by SNZ but the practicality of managing this nationwide has not been easy. Because of this SNZ has been looking at ways on how to make the best use of the SDO resource.

A decision was made to transfer the total management and funding of the SDOs to the Districts as the latter have become more professional, as their capability and management of their resources has improved and as their reliance/expectation on SNZ to manage the ‘day to day’ aspects of the SDOs diminishes.

Given this the link between funding and the SDO role changed in October 2005.

Rather than being tagged specifically to SDOs it is linked directly to deliverable outcomes/results/activities. *It is up to the Districts to decide how these outcomes will be achieved. Thus the Districts will manage their own resource as they see fit to achieve the outcomes desired by SNZ.*

This is a big step forward in the relationship between SNZ and the Districts.

However it will be important to ensure the SDO as a resource to the Sport is not lost but rather it is enhanced so that they add real value to the work of the Districts. This will be achieved if the SDO's priorities are clearly spelt out by their CEO or the board (in cases where there is no CEO) and if the outcomes expected of them are clearly defined.

Several remarked they would like their SDO to be full time, others commented they would like a second/third SDO (part time) to cover their District's large/split geographical area.

The Districts with SDOs (for reasons mentioned earlier except Midlands and Otago) – acknowledged their work at club and board levels, that they have improved the relationship between clubs and schools and their microcourt delivery programme.

The new funding arrangement is likely to take time to bed in and for the contracted outcomes to be achieved. To this end it will need to be monitored closely and refined as necessary to meet local conditions. It is suggested that at the end of its second year it be reviewed with the aiming of identifying its strengths and weaknesses and areas for improvement.

Recommendation 13

Over the next 12 months the SDOs role to be monitored by the Districts to ensure they are achieving the optimal outcomes for the District and its constituent members – clubs, schools and the local community – by:

- **ensuring the SDOs are being employed to best effect,**
- **monitoring District outcomes are achieved.**

SNZ and the Districts to:

- **monitor the new funding arrangement and fine tune it to ensure it is helping to grow and develop the Sport,**
- **formally review the funding arrangement prior to the 2007/08 season (i.e. the end of its second year) to ensure it is meeting its targets and to identify areas for improvement.**

Comment

The SDOs achieved the highest Review rating. Even though some SDOs are still in the learning phase and /or it was felt it is too soon to assess them the average rating is commendably high.

They are a very important part of the delivery chain from SNZ “down the line” to the clubs and schools via the Districts.

It is worth noting that most sports have SDO equivalents and those who do not are either in the process of appointing or are considering appointing them.

Finally, SNZ and Districts are reminded of the earlier comment about the balance between development verses the administration roles of SDOs.

Ratings Summary

A summary of the average and aggregate ratings follows. It does not include SDOs.

The summary allows each District to compare their rating against the all District average and to indicate to them areas where they are ahead and areas for improvement.

a) Average Rating

Question No

2	Board	3.3
3	Meetings	3.7
4	Administration	3.5
5	Delivery	3.8
6a)	Strategic Plan	3.5
6b)	Business Plan	2.0
7	Financial	4.0
8	Volunteers	2.8
9	Relationships	3.4
11	Value	<u>3.7</u>

Total Average **3.4**

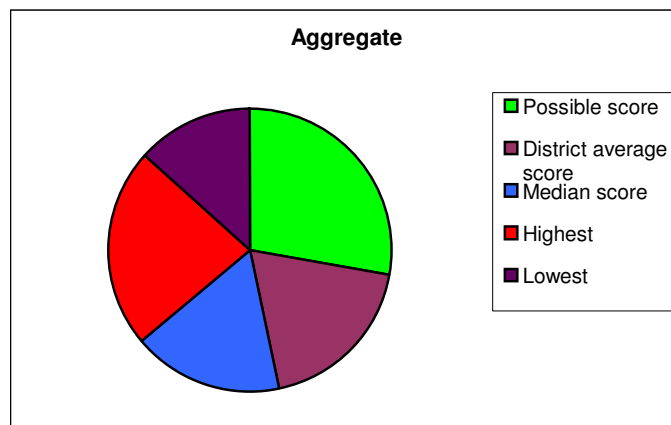
NB: SDOs **4.8**

b) Aggregate

Possible score	50.0
District average score	34.1
Median score	31
Highest	41
Lowest	24
Quartiles	
1	25
2	30
3	33
4	39

It should be noted two Districts rated themselves quite low in almost every field and one rated themselves very high. In all probability the lower ones are too severe on themselves and the higher one is too generous. Nevertheless the smoothing effect from the averaging process allows a reasonable degree of comparability across the ten areas rated.

Table 7 Aggregate Ratings Summary



It is noted the all District average at 3.4 (68%) is in the top two thirds of the rating scale.

The three areas for greatest improvement are business planning, volunteer management and board governance (followed by relationships). The best performing areas are delivery and meetings, value for money and financial management.

Section 2: Value for Money

From SNZ to the Districts

As expected, there were mixed opinions about whether the Districts receive value for money from SNZ. Most reported they receive excellent value, appreciate the support of staff and management to their requests (*“always there for guidance”*), appreciate the board and management have made a big effort to work with them and have redesigned the funding formula to fit the needs of the Districts.

“We have a good working relationship with the National body for the amount of funding we receive from them.....”

Others were less complimentary with the feeling that the relationship appears to be one way in favour of SNZ. Areas complained about include a lack of understanding about the role of the Districts; lack of communications and consultation, too much focus on high performance and events, lack of appreciation about the importance of grass roots and generally not getting value for fees paid.

“Levy monies paid to SNZ is the club player contribution. From memory we only pay SNZ for a grading list – perceived as value for money – but not by the District, more by individual competitive members”.

“A lot of information is being duplicated across the country and better coordination by SNZ needs to help to drive this forward”.

Both sets of comments - supportive and less supportive - are not unique to squash. Similar views have been expressed about other national sport bodies by their associations, federations, regions and districts. In many instances it is often more to do with perception than reality.

The reality is that SNZ provides a level of service that was not available ten years ago. For example, it provided funding support to the Districts for SDOs (has since changed to bulk funding). Over the years it has gradually raised the “bar” to the point where what were new and innovative services are now seen as standard baseline services. Parallel with this is an expectation by districts, clubs, players and officials that SNZ services will keep on improving.

This comment touches on an issue that is fundamental to the growth and development of sport in New Zealand, namely the future role of the national offices and their delivery infrastructure.

Thus, in the context of this Report, what SNZ has done or not done in the past is not the issue. The real issue is what it needs to do in the future.

What SNZ and all NSOs need to seriously consider is the fact they are membership based organisations whose core business is a) to protect and promote the interest of their members and develop their sport at all levels and b) service their members.

Many of them are going to have to “reinvent” themselves into a membership driven organisation, with the same service culture that is evident in the business sector in organisations like the Hospitality Association of NZ (HANZ) and the Motor Trade Association (MTA).

This is the future of NSO’s and failure to make this transition may render them irrelevant and ultimately obsolescent to the sports they purport to serve.

This is the crux of the future relationship between the Districts and SNZ and between the Districts and clubs/schools/local community. Therefore *much of what is outlined in section 2.3 about SNZ applies equally to the Districts.*

From Districts to Clubs (Schools & Local Community)

The answer to the question of the Districts providing value for money to the clubs, schools etc is a mirror reflection of the same question asked about SNZ’s value to the Districts.

A survey of a representative sample of clubs from the eleven Districts showed approximately 40% felt they got value for money from their Districts compared to the 60% who felt they did not. Having said this, the clubs did acknowledge the work of their Districts and their comments were intended at improving the Sport rather than criticise the District boards, administrators and SDOs.

Understandably the Districts scored highest with the On Court than with the Off Court aspects but it is the Off Court that provides the greatest scope for improvement.

a) Examples of the positives -

On Court -

- the introduction of the SDOs is a significant step forward for the local Game
- well organised interclub competition
- good junior programmes
- competition results posted promptly (a view not shared by every club)
- updated grading list
- promoting squash
- regional coaching and related resources

Off Court -

- sessions on club administration

- trust and pub charity funding and assistance with local sponsorship
- website links to SNZ

b) Examples of negatives

On Court

- poor junior inter club organisation
- need for more district coaches so as to encourage the development and retention of players, junior through to masters
- quicker transfer of match results into the grading list

Off Court

- little/no contact with clubs = perception that Districts do not understand small club problems
- favour “big” clubs ahead of small ones
- lack of promotion of club squash for junior/school players
- lack of promoting different types of court facilities for specific target audience e.g. university campus courts
- more transparency about use of levies
- need to be more proactive in supporting club growth/membership drive
- minimal contact with SDO
- see little/no value for levies
- greater assistance/contact with clubs “out on a limb”

c) Examples of areas for improvement

- better use of IT e.g. electronic court booking system
- better use of modern communication tools
- replace levies to Districts with user pays
- listen to and consult with the clubs
- employ competent professional people to develop and promote the squash “product”
- employ more coaches
- communications and consultation on important issues that affect clubs

Comment

The above comments by the clubs highlight two aspects of the District’s capability.

1. The first is that they scored well in the On Court aspects of the Game. This is not surprising given this is what they know best, this is where they have the most experience and is the part high profile/public part where their members expect things to happen and to go well.
2. The weakest area is the Off Court aspects of the Game. This is not unique to squash. Regions, districts, associations and federations of most national sport organisations tend to fall short in this area.

Most clubs want assistance to improve their management and administration skills. For example:

- planning – strategic, business and financial,
- marketing, sponsorship and fundraising,
- event management,
- profile raising,
- resources,
- financial and volunteer management.

Interestingly, the point was acknowledged by several Districts who felt they do not provide sufficient value to clubs.

“The District needs to improve its resource base to provide more support around club management and grass roots development”.

Arguably it is more important than this. It is about leadership and strategy at District and national levels. It is about the future growth and development of the Sport. It is about maintaining the growth in membership and creating a legacy for the next generation of squash players.

It is a case of all parties doing all things very well all of the time.

To achieve this Districts have to take the lead in setting the standards and the strategic direction in their regions. It cannot be left just to the clubs. But to help the clubs do their job better they, the Districts need to have the tools. It is the task of SNZ to provide them.

The above comments lead to the first of three major recommendations. The first creates the platform for the other two; all are interlocking.

Creating Value for Money –SNZ and Districts

The logical starting point is to identify the resources SNZ needs to help the Districts to improve their capability/performance. The reason for this is because SNZ is expected to take the *leadership* role (and because they are better resourced and/or are able to access resources). Some of the Districts may take this leadership role regionally but they are not in a position to do it nationally. Only the SNZ can do this.

However this does not abrogate the Districts from their responsibility for taking a leadership role regionally, nor the clubs doing the same locally. As mentioned earlier, it cannot be left just to SNZ. It has to be a team effort.

a) The changing role and demands on NSO's

The role of national sport organisations (NSO's) has changed significantly over recent years. Gone are the days when all they were expected to do was to arrange national tournaments, the occasional international tour and select teams for various international events.

Today they are required to do far more.

They are expected to run sophisticated businesses worth millions of dollars; manage complex stakeholder relationships involving local clubs, regional districts, national and international bodies; provide a range of programmes and services that meet the needs of a diverse group of players - recreational, international and masters; organise national and international tournaments; provide coaches, umpires and officials and train them; produce results at key international events: keep funders, the media and the public informed and so on. In all, it's a big job for a small management team and a group of volunteers.

SNZ is a \$1.4 million dollar business and growing, with net assets of \$1.1 million. It is accountable to important stakeholders including major providers of funds such as SPARC, sponsors/trusts and members with responsibility for producing results across a raft of activities.

b) Resources to do the job

To do the job properly and to the professional level expected by members and stakeholders, national sports bodies need to be properly resourced. Resources include not just money but people - the right number with the right skills in the right job; facilities; equipment and infrastructure to deliver national strategies, programmes and services down "the line" to regions, clubs and members.

To do this successfully involves an understanding of the resources required to impellent such a strategy. In turn this involves a degree of sophisticated resource planning.

Most national sport bodies develop 3-5 year strategic plans based on the resources available to them at the time of writing it. Most of them do not factor into their plans the real cost and the actual resources required to implement their plans much beyond the first year or two.

The result is the plans run out of steam after this initial period to the point where they merely represents statements of intent, words on paper. In effect, the strategy is there but the resources to implement them are not.

This is a fundamental weakness of most strategic plans and this is why so many of them fail.

The way to overcome this is Resource Planning.

Resource Planning is the bridge between the strategic plan and the business/operating plan. It quantifies in *detail* the resources needed to effectively implement the strategic plan.

This Report contains a number of the elements from SNZ’s strategic plan. It also contains a number of new ones. To implement both its strategic plan and this Report will require additional resources for SNZ and for the Districts.

The first step toward this is for SNZ to conduct a review and prepare a plan of the resources it will need to implement the recommendations in this Report.

It is further recommended that when this has been done, the regional Districts conduct a similar review of the resources they need to assist the clubs, schools and the local community.

This step will enable the Districts and SNZ to accurately assess what they need against what they have got, how they can bridge the difference (if any) but above all, to strategically evaluate and prioritise the elements in the plan and the services and resources required to achieve the results agreed between clubs and Districts and Districts and SNZ.

In effect while this is a dual bottoms up – clubs >>> districts >>> national office and tops down process, it also means a greater alignment between national strategy, regional delivery and local ownership.

The following is the first of three major recommendations.

Major Recommendation 1

SNZ to conduct a review of the resources it needs to effectively implement its Strategic Plan and this Report “down the line” to Districts.

That it does so by way of a Resource Plan to ensure it has the tools to implement both the Plan and the Report in full in order to achieve an agreed set of outcomes.

Each District to conduct a similar resource review to achieve the outcomes required by clubs, schools and local community.

Section 3: Districts & SNZ – Service Centres

This Report highlights areas where the Districts' performances can be improved. In most instances what is needed are the tools - resources and advisory support – to do the job.

However it makes little sense if each of the eleven Districts has to access the resources separately. To an extent this has been the case in the past and it has not worked for the smaller Districts.

It requires a new approach, one which is more strategic and professionally focused where resources can be targeted cost effectively and efficiently and where the national office can maintain a strategic view of the allocation of resources. In effect it creates a "value added chain" (Table 7).

The starting point is SNZ.

Consistent with the direction being taken by other leading sports bodies there is an expectation that the role of national bodies is to provide a high level of services and support to their fee paying stakeholders.

Squash is no exception. This theme was constantly reinforced throughout the Review.

This does not mean SNZ has not done anything in the past this area - it has and it has done it well. For example, it has accessed national funds; developed programmes and services for the Districts, players and coaches; prepared players/teams for international competitions; provided funds for the SDOs; run workshops, conducted benchmark surveys and so forth.

What it does mean is that there is an increasing expectation by the Districts that if SNZ wants them to be an integral part of its national strategy it has to provide the resources, support and services and leadership to enable them to do their job properly and deliver the outcomes expected of them.

For this to happen SNZ has to reposition itself away from the traditional national sport body role to a new role as a membership based and driven service centre where the Districts can access top quality resources, advice and information.

In effect, SNZ needs to reinvent itself to become a "One Stop Shop" by providing resources and advisory services on -:

- Strategic and business planning

- Financial management,
- Accounting software systems,
- Communications, media kits and website design,
- Templates for sponsorship proposals and trust fund applications,
- Employment contracts,
- IT, database, e-technology advice,
- Management systems,
- Library/research information,
- Court and event management,
- and so forth.

In practical terms the services required from SNZ will vary between Districts but it should not be difficult to agree on a range of core services and then identify additional ones.

To an extent SNZ already provides a range of core services but it is not part of a formalised strategy nor is it based on an analysis of the type of services to take the Districts and their clubs *to the next stage of their development*.

Apart from the benefit to the Districts (and clubs), the SNZ service centre concept also provides important strategic benefits as it enables it to:

- Reinforce its strategic *leadership* role,
- Maintain a *strategic overview* of the health of squash nationwide,
- Strategically *allocate scarce resources*,
- Brand its services delivered to Districts and from Districts to clubs,
- Maintain *quality assurance* of the services delivered,
- Create a more *professional approach* to the administration of the Game by the Districts,
- Add value to levies,
- Create the opportunity to *generate income* separate from levies,

- Create a “flow on” model for similar services to be provided by Districts to clubs and schools,
- Help the Districts to do their job better and interact more effectively with the coalface of the Sport – the clubs.

At the same time the Districts need to consider how they can provide similar services to clubs and schools to help them improve their performance either by applying and/or adapting those from SNZ (Table 8).

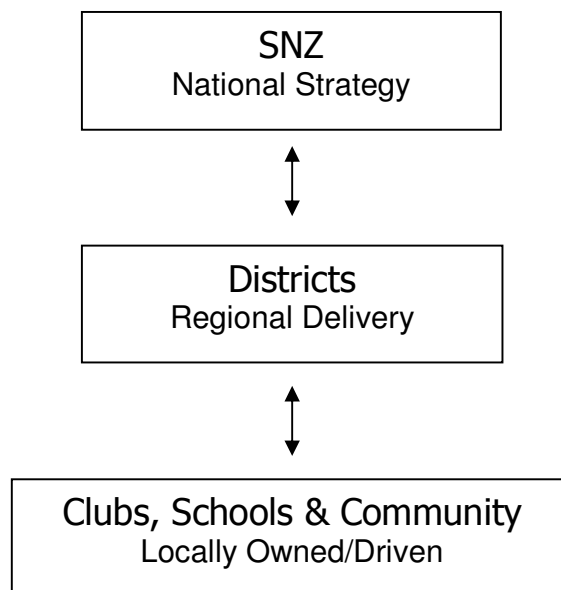
Major Recommendation 2

Over the next 3-5 years SNZ to become a service centre/provider to the Districts.

The Districts to be a service centre/provider to clubs, schools and the local community.

This recommendation has significant resource and financial implications which is why a resource plan is important (Major Recommendation # 1).

Table 8 District Delivery Structure



Section 4: Clubs

A reoccurring theme throughout the Review was the need for SNZ to look at the club structure. The point was made that SNZ and the Districts can only do so much and that the clubs, who are the third leg in the trifecta, need to do their bit too.

This is true. Several of the District Presidents/Chairs talked about a number of clubs who have “reinvented” themselves into highly effective commercial business that provided a range of facilities and activities to their communities.

Cited as examples were Squash Palmerston North - representing a large complex, and Taupo representing a smaller one. There are others who are already down the road such as ChCh Football and others who are about to, for example Te Puke. The model that most of the larger ones are following is Club Kelburn in Wellington.

Note: the recent survey of Auckland clubs of their high/low growth potential and high/low willingness to grow identified those clubs where targeted assistance will produce the best results.

Major Recommendation 3

In order to capitalise on the momentum generated by this Review, within the next two years SNZ to conduct a comprehensive review of the current club structure and their role in the future growth and development of squash in New Zealand.

“It is about how to turn a good organisation into one that produces sustained great results, using whatever definition of results best applies to your organisation”.

Conclusion

This Report addresses the issues arising from the capability survey of the eleven Districts with input from their Presidents/Chairs, SDOs, representative sample of clubs and SNZ.

From the answers given and the comments made during the consultation process a series of recommendations are proposed for consideration by SNZ and the Districts. Some of them are self-evident but others are not, all of them are aimed at improving the governance, management and administration of squash.

In short, the Report points out areas for improvement in the capability of both the national office and Districts and the need for a greater focus on leadership, strategic direction and a higher awareness about servicing members.

The Report acknowledges there are many well run Districts, but equally there are a few who are not as good as they should be. The latter could put at risk the overall growth and development of the Game nationwide. The adage that a chain is only as strong as its weakest link applies equally to sport infrastructure as it does to everything else.

Although SNZ is expected to take the leadership role in applying the Report's recommendations, it does not preclude the Districts from taking every step to help themselves and each other and from utilising the resources available to them including those of other sports, RST's and fellow Districts.

However the real thrust of this Report is in the three sections that follow the Capability Review. The success or otherwise of the Districts to do their job properly relies largely on the ability of the national body to provide the resources and by their ability to help themselves and each other.

The first step is to ensure SNZ has the resources, or at the very least, access to resources, to provide the requisite support services to the Districts. This is the reason for the recommendation for a review of SNZ resource requirements. The same point applies to the Districts.

The second is the recommendation that SNZ become a service centre for its Districts. Their capability will be enhanced if they can access top quality advice and services from the national office. To do this SNZ has to be adequately resourced in order to provide resources, services and programmes “down the line” to clubs via the Districts and SDOs.

The third is the recommendation in support of clubs undergoing a similar review as the Districts.

Interlaced with this are thirteen recommendations for governance and operational improvement to be considered and where appropriate, implemented, by each District. The process of ongoing quality improvement is never ending. To this end the Report sets out an indicative Implementation Plan and Timeframe for consideration by the boards of SNZ and the Districts.

The Report is mindful of the comments by Neven Barbour about the vital role of the clubs in the growth, health and prosperity of Squash in New Zealand. It endorses his comments. They are the key to the Sport’s future.

This will be achieved by a partnership between members and stakeholders, clubs, Districts and SNZ. The success of one helps the success of the others. It is as simple and as difficult as that.

“If my end of the boat sinks so does yours. So we had better learn how to work together at a very high level of competence, not just give lip service to it”.

Indicative Implementation Plan and Timeframe

SNZ Board to receive, consider and evaluate draft Report	November 2005
Present main findings & recommendations to AGM	November
Finalise Report	December
Communicate final Report to Districts }	April/May 2006
Feedback from the Districts }	
Conduct Resource Review – SNZ/Districts	June
Identify gaps and prepare Best Practice templates as prioritised by SNZ/Districts/Clubs	June
Resource review finalized }	Sept
Strategy to fund resources approved }	
SNZ <i>formally</i> commence service center function	Dec
Monitor/fine tune SNZ service center	June 2007
Review results SNZ service center (to involve Districts and Clubs/Schools)	Dec 2007

Attachment 1

SNZ Districts Capability Review Questionnaire. August 2005

Name of District.....

Name of person filling in the questionnaire

Position

Date.....

1. Introduction

This survey follows the CEO's note to you about the District's capability review. The purpose of the review is to take the Sport to another level in its development by identifying areas that are going well (and building off them) and areas for improvement.

It would be appreciated if you would complete this survey which is being circulated to all 11 Districts. It would also be appreciated if you would complete all of the questions and return the survey to me by **Friday 9 September**.

My contact details are:-

Email: chris.ineson@drivingforces.co.nz

Fax" (04) 479 5469

Post: 39 Bengal St, Khandallah, Wellington 6004

It is "yes"/"no" type but provision has been made for you to comment further under the "Comment" section. Several sections ask you to give a rating on a scale of 1-5 (poor – excellent).

After the survey has been returned I will phone you to go over your response and the Discussion Agenda. They will form the basis of my Report to Squash NZ.

The Survey is aimed at assisting your District to improve its performance. It covers 12 areas from leadership and governance, administration, planning and communications through to volunteers. It is not intended to be exhaustive but to give an *indication* of your current capability and future requirements.

The Report will address generic issues raised by the Districts. It will *not* comment on issues specific to your District although it may identify areas of excellence which could be used as benchmarks by other Districts.

2. Research Material

I would appreciate it if you would email to me

- copy of your latest annual report
- your latest set of accounts
- minutes of your last two board meetings
- staff list (including full time and part time) and brief job descriptions
- copy of your current strategic and business plans

Thank you

Chris Ineson

Squash NZ: District Capability Survey

Explanatory Notes:

1. The following questions are predominantly “Yes” and “No” type but provision has been made for you to add your comments in the “Comments” section.

Where a rating is required would you please use a scale of 1- 5.

1=poor

2=satisfactory

3=good

4=very good

5=excellent

2. Capability = your District’s ability to do its job competently and professionally

3. Added value = your District’s ability to improve and/or increase the value of what it does in terms of services and programmes it delivers “down the line” to clubs, schools and the local community

4. Delivery = the distribution of programmes and services by your District to clubs, schools and the local community

5. Services and Programmes

- On the Field = relate to the sport/playing aspects of the Game e.g. coaching, player development, competitions etc
- Off the Field = relate to the business/administration aspects of the Game e.g. governance, planning, financial management, sponsorship, communications, stakeholder and media relations etc

6. Staff = management/administrator and SDO where applicable

Survey

1. Constitution

1.1. Is your District an incorporated society? –If not what is its legal status? Yes / No

1.2. It has a written and updated constitution?..... Yes / No

1.3. Do you refer to it on constitutional matters?..... Yes / No

1.4. The constitution has been updated in the last 3 years to reflect modern sport management?..... Yes / No

1.5. Every board member has an updated copy?..... Yes / No

1.6. It has a code of conduct with clear disciplinary procedures?
(if it is not in the constitution, do you have one and if so where?)..... Yes / No

Please comment further _____

2. Board

2.1. The board provides leadership and direction to achieve the organisation's vision, mission and values?..... Yes / No

2.2. The board clearly understands its role and function?..... Yes / No

2.3. The board understands the role and function of management and staff?..... Yes / No

2.4. The board regularly identifies the skills it needs to do its job?..... Yes / No

2.5. The board evaluates its performance regularly?..... Yes / No

2.6. The board monitors and formally reviews the performance of the staff? ... Yes / No

2.7. The board monitors the organisation's risk?..... Yes / No

2.8. How do you rate how the board's overall performance (scale of 1-5)

Please comment further _____

3. Meetings

- 3.1. The board meets regularly?..... Yes / No
- 3.2. Papers and agendas are circulated to the board prior to each meeting?..... Yes / No
- 3.3. Minutes taken of every board meeting (including teleconferences)?..... Yes / No
- 3.4. Minutes are used as the basis of follow up action by the board and staff?..... Yes / No
- 3.5. The board report on the organisation's performance – operational and financial - to members annually at the AGM?..... Yes / No
- 3.6. Please rate the management of meetings (1 -5)

Please comment further _____

4. Administration

- 4.1. Do you have paid management or other forms of admin support?..... Yes / No
- 4.2. Staff have job descriptions?..... Yes / No
- 4.3. Do they have training to improve their skills?..... Yes / No
- 4.4. Is the performance of management/staff appraised annually?..... Yes / No
- 4.5. Staff have the resources to do their job properly?..... Yes / No
- 4.6. You employ/contract people with marketing and sponsorship and fundraising skills?..... Yes / No
- 4.7. Office systems/processes and equipment/facilities are regularly upgraded i.e. within the last 3 years?..... Yes / No
- 4.8. The board and management are aware of their health and safety and HR responsibilities?..... Yes / No
- 4.9. The work environment takes into account the health and safety of staff?..... Yes / No
- 4.10. Is your staff employed to manage the squash complex/courts?..... Yes / No
- 4.11. Please rate the administration of the District (1-5)

Please comment further _____

5. Delivery Infrastructure

- 5.1. You have an effective infrastructure to deliver regional programmes/services?..... Yes / No
- 5.2. The organisation has the resources and personnel to do this task properly?..... Yes / No
- 5.3. District programmes/services are aligned and integrated with national (SNZ) strategy?..... Yes / No
- 5.4. District programmes/services are adapted to meet local conditions and needs?..... Yes / No
- 5.5 Please rate the District's delivery capability (1-5)

Please comment further _____

6. Plans- (a) Strategic

- 6.1. The board sets and monitors the strategic planning and policy development?..... Yes / No
- 6.2. The organisation has a current strategic plan and operates by it?..... Yes / No
- 6.3. Has the plan been reviewed/updated within the last 3 years?..... Yes / No
- 6.4. The plan been fully costed and includes a budget?..... Yes / No
- 6.5. The strategic plan forms the basis of the annual business plans?..... Yes / No
- 6.6. The organisation has the resources (money, skilled people, equipment etc) to implement its strategic plan?..... Yes / No
- 6.7. The plan's performance is monitored and evaluated by the board?..... Yes / No
- 6.8. Please rate the strategic plan (1-5)

Please comment further _____

6. Plans- (b) Business

- 6.9. A business/operating plan is developed for each financial year?..... Yes / No
- 6.10. The business plan ties back to the strategic plan?..... Yes / No

- 6.11. The plan includes full financial details e.g. income/expenditure and cash flow Yes / No
- 6.12. The board formally approves and monitors the business plan? Yes / No
- 6.13. The staff (manager/SDO) report regularly on the implementation/performance of the plan? ? Yes / No
- 6.14. Please rate the business plan (1-5)

Please comment further _____

7. Finances

- 7.1. The board approves and monitors the organisation's annual financial plan, i.e. budget, cash flow, as part of the business plan? Yes / No
- 7.2. The staff (manage/SDO) provide up to date and accurate financial reports for each board meeting? Yes / No
- 7.3. The board approves the financial report and is this minuted? Yes / No
- 7.4. You have a member of the board with financial/accounting skills? Yes / No
- 7.5. Are your financial accounts audited each year? Yes / No
- 7.6. You report to members on the organisation's financial performance? Yes / No
- 7.7. Please rate the financial management of the District (1-5)

Please comment further _____

8. Volunteers

- 8.1. Do you have a volunteer data base? Yes / No
- 8.2. Is there an induction/ training programme for volunteers? Yes / No
- 8.3. Volunteers receive your newsletters and other member communications? Yes / No
- 8.4. There is a manual on volunteer recruitment and management? Yes / No
- 8.5. The contribution of volunteers is recognised in the appropriate manner? Yes / No

8.6. Please rate the management of volunteers (1-5)

Please comment further _____

9. Relationships

9.1. Is there a culture of stakeholder participation? Yes / No

9.2. Does this participation involve -

- clubs? Yes / No
- schools? Yes / No
- RST? Yes / No
- SNZ? Yes / No
- other SNZ Districts? Yes / No
- other local sport organisations? Yes / No
- local/community trusts? Yes / No
- local/regional sponsors? Yes / No
- local media? Yes / No
- local/regional business? Yes / No
- local community? Yes / No

9.3 Please rate its relationships (1-5)

Please comment further _____

10. Benchmarking and Best Practice

10.1. You understand what benchmarking and best practices mean? Yes / No

10.2. You apply them – if so give 2-3 examples Yes / No

10.3. Do you benchmark your District against other Districts? Yes / No

10.4. Do you benchmark the clubs in your District? Yes / No

Please comment further _____

11. Value for Money

11.1. SNZ provides value for money to your organisation?.....Yes / No

11.2. Your organisation provides value for money to its member clubs?.....Yes / No

11.3. Does your district give value for money to clubs, schools etc?.....Yes / No
- give 2-3 examples

11.4. Does SNZ give value for money to your district?.....Yes / No
- give 2-3 examples

11.5. Please rate the Districts value for money to clubs (1-5)

Please comment further _____

12 Squash Development Officers

12.1. Do you have a SDO in your District?Yes / No

12.2. Brief description of what they do i.e. their role

12.3. Are they being used to best effect?.....Yes / No

12.4. How could they be could they be used better? _____

12.5. Rate the value (not their performance) of having a SDO (1-5)

Attachment 2

SNZ District Capability Review: Club Survey August 2005

Name of Club and District

Name and position of person doing the survey e.g. Chair, Administrator.....

Date.....

This survey is part of SNZ's Delivery Review. Its purpose is to improve the delivery of programmes and services at every level of the Sport. This involves an evaluation of SNZ value to the 11 Districts and in turn an evaluation of the District's value to their clubs (in short, is everyone getting value for their money?).

To give me a feel for this would you please complete this survey and return it to me.

1 Does your District provide value for money to your Club – Yes/No?

2. If it does please explain how with 2-3 examples in the comment section below

Comment.....

.....

3. If it does not, please explain what you would like to see it do with 2-3 examples in the comment section below

Comment.....

.....

4. Do you have any other comment about how your District could improve its value to your Club?

Comment.....

It would be appreciated if you could return this survey to Chris Ineson by email (chris.ineson@drivingforces.co.nz), fax (04 479 5469) or post (30 Bengal St, Khandallah, Wellington, 6004).

Attachment 3

SNZ Capability Review: List of Participating Regional Districts

Phillip Barbour	Northland
Marcus MacDonald	Auckland
Debra Rodgerson	Waikato
Ash Brownrigg	Bay of Plenty
Ross Stokes	Eastern
Rod Pattison	Central
Shane MacKay	Wellington
Simon Thwaites & Vaughan Utteridge	Canterbury
Linda Kenny	Midlands
Neil McDonald	Otago
Dean Johnson	Southland

Input was also received from the following:

Squash Development Officers -

- Mike Corbett	Auckland
- Cheryl Te Kani-McQueen	Bay of Plenty
- Rachael Isaac- Kupenga	Wellington
- Allan Henderson	Canterbury

Squash New Zealand -

Peter Ferguson	CEO
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Attachment 4 Representative Sample of SNZ Codes

- Directors Handbook (all Districts have this)
- SPARC – 9 Steps to Good Governance (all Districts have copies of this)
- High Performance Policy – player contracts, coaching contracts, code of conduct, selection policies/criteria, programme structure etc (all Districts have copies of this)
- Squash NZ (internal) Policy Manual – including:
 - General in office policies (e.g.: smoking, delegation authorities, first aid, kitchen use etc etc)
 - HR Policy – employment contracts, contractor templates, interview templates, staff appraisal etc etc
 - Induction manual – broad historical and office procedures document
 - Judicial and Misconduct Policy
 - National Squash Centre Policy – a broad rules of operation specific to the NSC
 - OSH Policy – Register, assessment, inspection list etc
 - Financial Policy – Accounting, signatures, reserves, petty cash etc
 - Media Policy – guide to media relations
 - Events Policy – criteria, management, hosting agreements, player evaluation etc
 - Communication policy – templates for press releases etc

*Note – some (not all) Districts have had this manual supplied in full – it is comprehensive and some aspects relate to larger organisations