



Australian Government  
Australian Sports Commission

# *Strengthening Squash Australia*

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## **Governance Review of Squash Australia**

**Final Draft Report**

**December 2012**

*exSport*

Promoting Excellence in Sport Management  
Planning, Strategy & Development

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## **Introduction**

### **Governance Review of Squash Australia**

It is with pleasure that we submit *Strengthening Squash Australia*, the draft report of the Governance Review of Squash Australia.

The review considered the current situation (*what is*) compared to best practice governance principles (*what should be*) and provides recommendations for improvements and a suggested implementation plan (*how to get there*).

We would like to thank the board, state and territory associations, stakeholders, players, coaches, management and members who contributed to this review.

This review comes at a very appropriate time given the recent announcements by the Australian Sports Commission of the *Winning Edge* strategy for sport in Australia, which has best practice governance and management as a key enabler for success.

We would be happy to discuss any aspect of the review at your convenience.

Yours sincerely,

**Brendan Lynch and Peter McGrath**

**December 2012**

# **01 Executive Summary**

## **1.1. Background**

Squash Australia (SA) is the National Organisation for Squash in Australia and was founded in 1934. Squash Australia is focussed on the development of the game across Australia, in all its aspects. The organisation has a Federated structure and its members are the State Squash Associations. The primary responsibilities of Squash Australia are:

- the coordination of National Teams and programs,
- the conduct of National Championships,
- the oversight of National Accreditation of Coaches and Referees,
- membership and representation in the World Squash and Australian Sporting communities and
- policies and procedures associated with Anti-Doping, Member Protection and organisational Governance.

Squash in Australia has a long and successful history, with many World, British and Commonwealth Games champions. The organisation took great pride in the success of Squash in the 2006 and 2010 Commonwealth Games both in terms of raising the profile of the sport and the outstanding performance of the Australian Teams.

The Squash Australia Board approved the latest iteration of Squash in Australia to 2015 at its August 2011 Board meeting. The following key aspects form the basis for '*Squash in Australia*'.

**Vision** - Squash - Fun & Fitness, for anyone!

**Mission** - To provide innovative leadership for Australian Squash.

### **Goals**

- Squash will be a thriving participant sport for all Australians;
- Squash facilities will be attractive, enticing, professionally operated and financially sustainable;
- Squash personnel will be valued, trained and competent to deliver the sport;
- Australia's players and teams will be World Class;
- Squash will enhance its profile, through media and new technologies;
- Squash will be well administered and focused on local delivery through a shared Australia wide vision.

**Values** – We are:

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

**Key Result Areas** - The focus of the organisation will be:

- Participation
- Facilities
- Development
- Performance Pathway
- Profile
- Leadership and Management

### **Squash Australia Operations and Finances**

Squash Australia operates on a lean base of funding to invest in staff and development. The organisation's turnover has however grown over the last five years:

	<b>Income \$</b>	<b>Expenditure \$</b>	<b>Net \$</b>	<b>Net Asset \$</b>
<b>2011</b>	1,767,495	1,744,703	22,792	306,042
<b>2010</b>	1,193,949	1,186,244	7,205	283,250
<b>2009</b>	1,003,725	972,284	31,441	276,046
<b>2008</b>	856,015	813,352	42,663	244,605
<b>2007</b>	782,271	769,778	12,493	201,942

The organisation operates on two full time administrative staff (CEO & FAO) with all other staff focused on program delivery i.e. Pathways Manager (full time), Development Manager (fulltime), and Referees Manager (part time). Coaching staff include National Head Coach (full time), Talent Development Coaches \* 2 (part time). (*\*Squash Australia has increased its funding support from the ASC by approximately 40% and has status as a priority sport in High Performance. The additional funding went to funding the AIS Senior Coach and Talent Development Coaches*)

This review was instigated by the Members of Squash Australia (“SA”) at the 2011 Annual General Meeting which directed the Board to undertake an independent and transparent governance and structural review of Squash Australia, with a focus on:

- Governance procedures;
- Structural provisions;
- Bench-marking against other relevant sporting organisations;
- Operational capacity / performance;
- A Governance review model/template be established for utilisation by member organisations as appropriate; and
- External funding opportunities to assist SA and member organisations to undertake governance and structural reviews.

SA with the support of the Australian Sports Commission (ASC), in July 2012, issued an Expression of Interest document which sought, with respect to the governance of SA and Squash in Australia, to:

- Review the incumbent Board’s strengths and weaknesses, and make recommendations on issues such as election and appointment processes, term duration, and conflicts of interest
- Assess of the existing role and responsibilities of Board members
- Investigate and compare the standard of corporate governance of Squash Australia against other comparable models

### **Terms of Reference**

The review of the governance of Squash Australia includes the following:

- Investigate the relationship between the Board and the State and Territory Members of Squash Australia;
- Review the incumbent Board’s strengths and weaknesses, and make recommendations on issues such as election and appointment processes, term duration, and conflicts of interest;
- Assess of the existing role and responsibilities of Board members;
- Investigate and compare the standard of corporate governance of Squash Australia against other comparable models;
- Provide advice on available external funding sources to assist with the conduct of similar reviews as they might be of relevance to members: and
- Provide general comment on any risks confronting the Squash Australia Board and Squash Australia as an organisation.

The following key principles helped guide the review:

1) *Structure follows Strategy:*

It is important the governance structure and operating models support the organisation's strategic plan, direction and goals.

2) *Recreation-Sport- Performance Continuum:*

The Recreation-Participation-Performance Continuum recognises a continuous pathway, and the benefits that flow in both directions, between recreation and sport.

*Recreation - Participation - Community Sport - Competition - Talent Development - High Performance Sport*

More and more National Sporting Organisations (NSOs) want to operate across the whole continuum. Squash needs to decide where it will operate, what resources will need to be provided, and establish appropriate governance structures to do so.

3) *Roles and Responsibilities:*

Under the guiding principles of 'national direction, local delivery' clear roles and responsibilities for Squash Australia and its member organisations will need to be identified and delivery protocols established.

4) *Clarity of roles of Board and Management:*

It is critical to ensure clear delineation between the roles of the board and the management/executive team. It is important to document the roles and responsibilities of board members to ensure independent decision making at board level, and separation of operational activities of management.

## **1.2. Key Findings**

SA is a company limited by guarantee whose Members are the State and Territory Squash organisations. The Company was incorporated in Queensland in 1995 following the de-registration of Squash Australia Incorporated ("SAI") which was previously registered in that State.

A company search indicated that amendments to the Memorandum and Articles ("the Constitution") have been made following its incorporation in 1996, 2007, 2009 and 2012. The review was advised however that the Constitution largely retains the character of the former SAI and this in effect will be the first major overhaul of the Constitution since its incorporation in 1995.

SA competes in a very congested market for the hearts and minds of Australians looking to participate in a variety of sports that are on offer to a very sports-minded community. As a consequence of SA's Vision, Mission and Goals, articulated above, SA is undertaking this review as an initial step in adopting best practice in all aspects of its business with a view placing SA in a position



where its aspirations as expressed in the Goals can be achieved. It should be noted that SA has a registered player membership of 14,000 while ERASS tells us that approximately 200,000 people play squash. Additionally Squash Court Finder identifies 400 centres and part of challenge for SA is to better engage these providers into the SA family. SA has also developed a new participation product OzSquash to better engage juniors and schools. Squash Australia has also identified the opportunity to develop a National League which will provide a truly national competition and enhanced profile for the sport. These sort of new initiatives need to be reflected in a revised strategic plan.

It should be recognised that as a consequence of the federated system there is a conflict in the overall business conducted by SA and the Members. Quite rightly SA's business has a focus on High Performance, national and international competition and the development of players through a pathway to the various national teams. While SA seeks to develop policies around the community game the Members are primarily responsible for the delivery of the game at community level. The tension between the respective sides of the sport involves the allocation of limited resources and the inherent conflict between the requirements of SA to run its programs and the Members abilities to conduct the community game that grows the base of the sport. This is exacerbated by the concentration of revenue to SA from external sources for the development of the High Performance aspect of the business.

The conflict between the national and State/Territory bodies is not unique to Squash and indeed is generally replicated wherever there is a federated system which has limited resources and which in-turn relies on its National team to give the sport the public exposure (through its heroes) that assists in drawing participants to the game at the community level.

While not the panacea to solve all problems, a constitution that adopts best practice, places the sport in the best position where, through the strategies adopted by the Board, it can react to business opportunity in the development of the sport. The ongoing success of Squash in Australia however is dependent on SA and the Members adopting a "Unity of Purpose" in their respective businesses. This for example would facilitate a coordinated approach to high performance through a network of state coaches understanding their role in the pathway, as well as delivery of national participation programs at the other end of the spectrum.

Initially in seeking to identify best practice that could then be incorporated into SA's constitution comparison was made between the current Squash Australia memorandum and Articles ("the Constitution") and the ASC's Sports Governance Principles re-released in 2012. In addition, comment was sought from Members and identified persons who would add value to the review process. While SA may want to move to a hybrid governance model over time it is important to immediately strengthen the current federated model and adopt the behaviours that come with that option in order to build a sound foundation for future structural changes.

As noted above, operationally SA is serviced by 5 full time and 3 part time staff in the areas of administration, finance, coaching and development. The gaps appear to be in the areas of marketing and communication, commercial development and the specific participation development officers identified in delivering the new OzSquash program.

While the focus of this review is very much on the future, it must be acknowledged that the consultation process revealed an underlying culture of disconnectedness, mistrust and poor communication between Squash Australia and the members. Much of the criticism revolved around decision making on implementation of national projects and policies with what appears to have been little stakeholder consultation or alignment with the strategic plan. There is also a strong desire for a structured appeals process and grievance policy to be able to question decisions or seek more information.

Other criticism from stakeholders focused on what appears to be a lack of transparency in some senior appointments and decisions related to the direction of national programs such as high performance. Conversely it must also be said that some SA board members and senior staff expressed frustration at perceived roadblocks in trying to deliver national initiatives.

The reviewers also received some personal information critical of individuals within the organisation. The reviewers take the clear role of addressing the issues not the personalities and believe that with the right checks and balances in place, inappropriate behaviour within an organisation can be eliminated or at least minimised.

The review therefore aims to provide recommendations and tools for future improvements rather than dwelling on the past.

The key themes coming from the review include:

#### *Board Structure and Composition*

- Allow possibility of expansion to 7 directors (5 elected + 2 appointed) to meet skills audit requirements
- Review the method of nomination to ensure independence of directors
- Directors elected by the members and should not hold a position on state/territory boards to avoid potential or perceived conflict of interest, and to manage work load
- Voting – review the current voting system and the board should not vote at the AGM
- Chair elected by the directors (ability to separate role of president and chairman and subject to workload)
- Ensure processes for induction, rotation, succession and evaluation are in place

- Potential to broaden the member/stakeholders and reflect such change in the constitution
- Greater focus on strategy - establish governance protocol to separate strategic role of board from operational role of management and allows for monitoring of management without becoming 'operational'
- More focus on financial and risk management and growth
- Review Board processes with the view of adopting best practice

#### *Leadership, Strategy and Communication*

- Review the strategic plan to ensure it accurately reflects the objectives and vision for the sport, as well as outlining outcomes and performance measures. Engage stakeholders in developing that vision to ensure buy-in.
- Ensure decision-making is aligned with strategic plan and regularly report against the plan. Major decisions should be informed by costed business cases and research. This facilitates proactive leadership rather than reactive response.
- Develop performance agreements outlining roles and responsibilities of SA and the states/territories – national direction, local delivery – promotes 2 way accountability and responsibility
- Explore opportunities for local support at state/territory level (especially smaller ones) to take pressure of administrative burden and allow for greater focus on sport development
- Build on the success of President's Council and working groups, review role of committees to ensure they actively support the goals and objectives of the strategic plan and engage the expertise of the membership.
- There is a need for communication, consultation and proactive transparency on major decisions in order to develop mutual trust and respect.
- There is need for an overall communication strategy outlining purpose, method, appropriate tier approach, facility for feedback including a structured process for resolution of grievances.
- There is a need for greater transparency in the process for appointment and review of senior positions.

- There is general consensus that the key focus areas for Squash to grow and increase its reach revolve around (i) access to facilities, (ii) participation growth and (iii) engagement with the broader industry and service providers. This does not take away the current focus on high performance, pathways and development, coaching and officiating, and competition and events.
- There may be a need to review the current membership structure to allow for greater engagement of casual players, centres and industry groups
- A commercial development plan would identify the sport's assets and properties and outline potential commercial opportunities including sponsorship, events, licensing etc, and opportunities based around a broader membership reach.
- A review of the management operating structure and skills required to ensure support for the future goals of the organisation particularly in the areas of marketing and communication, commercial development and participation growth, as well as a coordinated approach to high performance delivery.

### **1.3 Summary of Recommendations**

The following recommendations are provided for consideration to improve the governance of Squash Australia:

<b>R</b>	<b>Recommendations</b>
<b>1</b>	Review the strategic plan (2011-2015) to ensure it accurately reflects the objectives and vision for the sport, as well as outlining outcomes and performance measures, and engage the stakeholders in developing that vision to ensure buy-in.
<b>2</b>	To reinforce and support unity of purpose, develop performance agreements outlining roles and responsibilities of SA and the states/territories.
<b>3</b>	Develop a communication strategy outlining purpose, method, appropriate tier approach, facility for feedback (including grievance policy) and build on the success of President's Council and working groups, review role of committees to ensure they actively support the goals and objectives of the strategic plan and engage the expertise of the membership.
<b>4</b>	Adjust the constitution to allow the expansion to 7 directors (5 elected + 2 appointed) to meet skills audit requirements.
<b>5</b>	Establish a Nominations Committee to comprise 4 persons being the President, 1 appointed by the Board, and 2 appointed by the Members. This committee will operate subject to the Terms of Reference stipulated by the Board of SA.
<b>6</b>	Directors will be elected by the Members and should not hold a position on State/Territory Boards to avoid potential or perceived conflict of interest, and to manage workload
<b>7</b>	It is recommended that the right of Directors to vote be eliminated and that the Ordinary Members be entitled to one vote each.
<b>8</b>	That the Chair shall be elected by the directors (with the ability to separate role of president and chair and subject to workload)
<b>9</b>	That the constitution should be amended to allow the inclusion of additional classes of corporate and individual members who may or may not be given voting rights.
<b>10</b>	While maintaining a federated model, develop a set of governance policies and procedures clearly outlining the roles and expected behaviours of the board and management and the relationship with members and stakeholders.
<b>11</b>	Establish an Audit and Risk Management Committee as a committee of the Board
<b>12</b>	Provide member state and territory associations with the reviewed Squash Australia strategic plan and constitution as a model to modify and adopt.
<b>13</b>	Develop a commercial development plan to identify the whole of the sport's assets and properties and outline potential commercial opportunities including sponsorship, events and licensing and opportunities based around a broader membership reach. Explore options to secure dedicated resource to drive the plan.
<b>14</b>	Establish a Human Resources and Corporate Governance Committee that will look at succession, workplace policies, and governance improvements which can be presented to the Board for adoption.

## 1.4 Preferred Governance Model

	Current Situation	Preferred Model
Board	<ul style="list-style-type: none"> <li>5 Directors (currently including 2 state presidents)</li> <li>President and Directors elected by membership</li> </ul>	<ul style="list-style-type: none"> <li>Up to 7 Directors (5 elected + 2 appointed) put up by Nominations Committee</li> <li>President/Chair elected by Directors</li> <li>Directors independent of state boards</li> <li>Board operating to contemporary governance policies and procedures</li> </ul>
Constitution	<ul style="list-style-type: none"> <li>Outdated constitution which has been amended over time</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary constitution</li> <li>State and territory constitutions aligned with national</li> </ul>
Voting	<ul style="list-style-type: none"> <li>195 votes distributed across the board and ordinary members</li> </ul>	<ul style="list-style-type: none"> <li>1 vote each ordinary member</li> <li>Board does not vote</li> </ul>
Membership	<ul style="list-style-type: none"> <li>States and Territories</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of additional classes of corporate and individual members who may or may not be given voting rights</li> </ul>
Committees	<ul style="list-style-type: none"> <li>Presidents' Council</li> <li>Committees (HP, Selection etc)</li> <li>Working Groups/Panels</li> </ul>	<p>Additional committees:</p> <ul style="list-style-type: none"> <li>Audit and Risk Management Committee</li> <li>Human Resources and Corporate Governance Committee</li> </ul>
Strategic plan	<ul style="list-style-type: none"> <li><i>Squash In Australia</i> 2001-2015</li> <li>Member Service Agreements</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed strategic plan to reflect current goals and engage members and stakeholders.</li> <li>Supported by performance agreements with states and territories and alignment of their plans and constitutions</li> </ul>
Supporting Plans	<ul style="list-style-type: none"> <li>High performance plan</li> <li>Participation plan</li> </ul>	<p>Additional plans:</p> <ul style="list-style-type: none"> <li>Commercial Development Plan</li> <li>Communications Plan</li> </ul>
Culture and Behaviours	<ul style="list-style-type: none"> <li>A feeling of disconnectedness</li> <li>Some decisions appear not aligned to strategic plan</li> <li>Poor communication and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Transparency</li> <li>Researched and informed decision making,</li> <li>2 way communication, engagement of membership, including a grievance policy</li> </ul>
Operational Capacity	<ul style="list-style-type: none"> <li>5 full time and 3 part time staff in administration, finance, coaching and development</li> <li>Some time lag from decision making to delivery</li> <li>Gaps in areas of marketing and communication, commercial development, and national approach to high performance delivery</li> </ul>	<ul style="list-style-type: none"> <li>Performance measures support the goals of the organisation</li> <li>Greater focus on marketing and communication, commercial development and participation growth</li> <li>Coordinated approach to high performance delivery</li> </ul>

## **02 Review Objectives and Methodology**

## **2.1 Purpose of the Review**

At the 2011 Squash Australia Annual General Meeting, a motion was unanimously passed agreeing to a review of Squash Australia's governance:

That the Board undertakes an independent and transparent governance and structural review of Squash Australia, with a focus on:

- Governance procedures
- Structural provisions
- Bench-marking against other relevant sporting organisations
- Operational capacity / performance.
- A Governance review model/template be established for utilisation by State and Territory squash organisations as appropriate.
- Squash Australia investigates external funding opportunities to assist Squash Australia and member organisations to undertake governance and structural reviews.

## **2.2 Terms of Reference**

The review of the governance of Squash Australia includes the following:

- Investigate the relationship between the Board and the State and Territory Members of Squash Australia;
- Review the incumbent Board's strengths and weaknesses, and make recommendations on issues such as election and appointment processes, term duration, and conflicts of interest;
- Assess of the existing role and responsibilities of Board members;
- Investigate and compare the standard of corporate governance of Squash Australia against other comparable models;
- Provide advice on available external funding sources to assist with the conduct of similar reviews as they might be of relevance to members: and
- Provide general comment on any risks confronting the Squash Australia Board and Squash Australia as an organisation.



## **2.3 Review Methodology**

The Review was carried out using a 3-stage process:

1. Situation Analysis and Consultation – *‘what is’*
2. Analysis and Benchmarking – *‘what should be’*
3. Governance Model Development – *‘where we want to be and how to get there’*

### **Stage 1 – Situation Analysis and Consultation**

- Review Squash Australia’s strategic plan, current governance model and constitution, existing operating structure and any member association agreements, as well as any other relevant data that will provide useful background.
- Meet with the Squash Australia Board to clarify the organisation’s strategic goals and direction, and identify current strengths, weaknesses, roles and responsibilities of the board members. This would be preceded by each of the board members independently completing a board performance review and skill gap survey.
- Consult with key stakeholders and review current relationships with State and Territory Members Associations and their operating models.

### **Stage 2 – Analysis and Benchmarking**

- Use gap analysis to identify opportunities for improvement for the sport as a whole, including improving the governance strengths of its members
- Investigate and compare the standard of corporate governance of Squash Australia against other comparable models
- Review the company status of Squash Australia particularly in relationship to its membership and properties

### **Stage 3 – Governance Model Development**

- Identify preferred governance model(s) including structure and skill requirements of the board, as well as recommendations on issues such as election and appointment processes, term duration, and dealing with conflicts of interest. This will also include developing and documenting board and management relationship protocols.
- Provide advice on relationship development with State and Territory Member Associations including examples of tools and templates, such as partnership agreements and state governance models, designed to assist in strategic alignment of the sport and provide enhanced communication.
- Provide advice on available external funding sources to assist with the conduct of similar reviews as they might be of relevance to members (eg. this may come via State Departments of Sport and Recreation and other agencies).
- Provide general comment on any risks confronting the Squash Australia Board and Squash Australia as an organisation.
- Provide advice on any constitutional reform that may be required to support the new governance model.
- Provide advice on any operational structure improvements that may assist in better delivery of the strategic goals and direction of the sport under a new governance model
- A high level implementation plan will also be provided to give guidance for the next steps including priorities, tasks and timelines – note this may include a ‘staged process’ to assist with change management to ensure a smooth transition to a new governance model.

### **Reporting and Communication**

The reviewers will provide a draft report based on the terms of reference to the Steering Committee for comments and feedback. Once this feedback is received a final draft report will be submitted to the Steering Committee.

The Steering Committee will then submit the final draft report to the Squash Australia Board for consideration and broader distribution to the membership. Once the recommendations are agreed, the Board will establish priorities and timelines for implementation.

## **03 Review Findings and Rationale for Recommendations**

### 3.1 Relationship between the Board and the State and Territory Members of Squash Australia

<b>Objectives of this section:</b>
To Investigate the relationship between the Board and the State and Territory Members of Squash Australia
<b>Rationale for Recommendations:</b>
<p>It should be recognised that as a consequence of the federated system there is a conflict in the overall business conducted by SA and the Members. Quite rightly SA's business has a focus on High Performance, national and international competition and the development of players through a pathway to the various national teams. While SA seeks to develop policies around the community game the Members are primarily responsible for the delivery of the game at community level. The tension between the respective sides of the sport involves the allocation of limited resources and the inherent conflict between the requirements of SA to run its programs and the Members abilities to conduct the community game that grows the base of the sport. This is exacerbated by the concentration of revenue to SA from external sources for the development of the High Performance aspect of the business.</p> <p>The conflict between the national and State/Territory bodies is not unique to Squash and indeed is generally replicated wherever there is a federated system which has limited resources and which in-turn relies on its National team to give the sport the public exposure (through its heroes) that assists in drawing participants to the game at the community level.</p> <p>While not the panacea to solve all problems, a constitution that adopts best practice, places the sport in the best position where, through the strategies adopted by the Board, it can react to business opportunity in the development of the sport. The ongoing success of Squash in Australia however is dependent on SA and the Members adopting a "Unity of Purpose" in their respective businesses. This aspect however is dealt with in other parts of this report.</p> <p>Initially in seeking to identify best practice that could then be incorporated into SA's constitution comparison was made between the current Squash Australia memorandum and Articles ("the Constitution") and the ASC's Sports Governance Principles re-released in 2012. In addition, comment was sought from Members and identified persons who would add value to the review process.</p> <p>Squash Australia has enacted an annual Member Service Agreement to draw together the most basic of administrative tasks and activities, unfortunately these are very poorly adhered to which make the operation of Squash Australia difficult. While expectations should be that compliance would follow willingly, the inability of Squash Australia to 'insist upon an action' or require something to be</p>

implemented is not supported by any 'legislation' through the Articles.

To reinforce and support unity of purpose, it is recommended that a framework be developed that ties together Squash Australia and each member association with reciprocity at its heart but with rigor and compliance to National Strategies to the benefit of the sport across Australia. Develop performance agreements outlining roles and responsibilities of SA and the states/territories national direction, local delivery – this promotes 2 way accountability and responsibility.

There is general consensus that the key focus areas for Squash to grow and increase its reach revolve around (i) access to facilities, (ii) participation growth and (iii) engagement with the broader industry and service providers. This does not take away the current focus on high performance, pathways and development, coaching and officiating, and competition and events. A review the strategic plan (2011-2015) would ensure it accurately reflects the objectives and vision for the sport, as well as outlining outcomes and performance measures. Engage stakeholders in developing that vision to ensure buy-in so they are “signing onto the plan, not signing off on it”.

There is a need for communication, consultation and proactive transparency on major decisions in order to develop mutual trust and respect. It is important to ensure decision-making is aligned with strategic plan and regularly reported against the plan. Major decisions should be informed by costed business cases and research. There is also need for a structured grievance policy to allow disputes on either side to be dealt with satisfactorily. This facilitates proactive leadership rather than reactive response.

There is also a need for an overall communication strategy outlining purpose, method, appropriate tier approach, facility for feedback and build on the success of President's Council and working groups, review role of committees to ensure they actively support the goals and objectives of the strategic plan and engage the expertise of the membership.

Explore opportunities for local support at state/territory level (especially smaller ones) to take pressure of administrative burden and allow for greater focus on sport development.

There may be a need to review the current membership structure to allow for greater engagement of casual players, centres and industry groups Potential to broaden the member/stakeholders and reflect such change in the constitution.

#### **Recommendations:**

**R1.** Review the strategic plan (2011-2015) to ensure it accurately reflects the objectives and vision for the sport, as well as outlining outcomes and performance measures, and engage the stakeholders in developing that vision to ensure buy-in.

**R2.** To reinforce and support unity of purpose, develop performance agreements outlining roles and responsibilities of SA and the states/territories.

**R3.** Develop a communication strategy outlining purpose, method, appropriate tier approach, facility for feedback (including grievance policy) and build on the success of President's Council and working groups, review role of committees to ensure they actively support the goals and objectives of the strategic plan and engage the expertise of the membership.

### 3.2 Board Strengths, Weaknesses and Processes

#### Objectives of this section:

To review the incumbent Board's strengths and weaknesses, and make recommendations on issues such as election and appointment processes, term duration, and conflicts of interest

#### Rationale for Recommendations:

While the board is dedicated to the sport and hard working, there needs to be greater focus on the structure and skills of the board and its directors, refined process for election, induction, rotation and succession, and improved two way communication and engagement of stakeholders to ensure national direction can be delivered at the local level.

Key recommendations from the board self assessment survey (see Appendix 1) for improvement of governance include:

- Allow possibility of expansion to 7 directors (5 elected + 2 appointed) if skills audit identifies a need
- Directors with appropriate skills elected by the members and should not hold a position on state/territory boards to avoid potential or perceived conflict of interest
- Ensure processes for director induction, position descriptions, rotation, succession and evaluation are in place
- More focus on financial management and the need for an independent audit committee and risk management strategy
- More focus on strategic direction and ensure supporting state structures are in place for successful delivery
- Ensure monitoring is in place for organisational success indicators and management performance (including succession planning)
- Need for harmonious working relationships with states/territories
- Promote a culture of assessment and improvement and removal of potential conflict

Currently the Board of Directors comprises 5 directors including the President, Vice Presidents (Male and Female). In order to allow flexibility the recommendation is that the membership of the Board may be a minimum of 5 with a maximum of 7 directors. The need to identify and appoint the 2 additional directors will allow a level of flexibility where the workload of the sport increases over time or may be utilised to fill a skills gap identified by the Directors. So that the full benefit of this change is realised, it is recommended that these 2 director positions be Board appointed through the Nominations Committee (see Recommendations 4 and 5 below).

Currently the members of the Board are subject to nomination and election by the Members at the AGM (unless the appointment is the result of a casual vacancy). In effect, the sitting Directors have little or no say who the Members determine to nominate and support to the election as a Director of SA. This process does not adequately permit the organisation to achieve the maximum potential from the election process by way of diversity or in identifying the skills needed on the Board.

It is recommended that SA seeks the appointment of a skills based and diverse board. To allow this, the SA Constitution will include a requirement for a Nominations Committee to comprise 4 persons being the President, 1 appointed by the Board, and 2 appointed by the Members. This committee will operate subject to the Terms of Reference stipulated by the Board of SA.

It has been a constant theme from all parts of the organisation during the review process that the Directors once elected should not hold any position within any Member organisation. That it not to say that there has been any significant issue raised in the review that identified any inappropriate conduct by any Board Member and certainly not those currently in the roles on the SA Board. Indeed it has been a quality of the individuals concerned that this has not been an issue for SA but it could easily be the case.

In addition there are currently two presidents of Members associations (NSW and WA) on the Board and along with juggling the actual and perceived conflict that must arise the actual workload on these Directors who are volunteers must be immense.

The structure of the constitution should as much as possible allow the best people for the job to be elected and further the construct of the process should as far as possible eliminate the potential for conflict. The review therefore recommends that any person elected to the Board of SA must relinquish any position held on the Board of a State or territory Member.

The constitution should also provide adequate position descriptions, terms of appointment and rotation policy for directors.

**Recommendations:**

**R4** – Adjust the constitution to allow the expansion to 7 directors (5 elected + 2 appointed) to meet skills audit requirements

**R5.** Establish a Nominations Committee to comprise 4 persons being the President, 1 appointed by the Board, and 2 appointed by the Members. This committee will operate subject to the Terms of Reference stipulated by the Board of SA.

**R6.** Directors will be elected by the Members and should not hold a position on State/Territory Boards to avoid potential or perceived conflict of interest, and to manage workload.

### 3.3 Role and Responsibilities of Board Members

<b>Objectives of this section:</b>
To assess the existing role and responsibilities of Board members.
<b>Rationale for Recommendations:</b>
<p>The key roles and responsibilities of a Board are to provide:</p> <ul style="list-style-type: none"><li>• Strategy formulation and approval</li><li>• CEO monitoring, evaluation, mentoring and remuneration</li><li>• Monitoring of organisational performance, including financial performance</li><li>• Overview of risk management policies and performance</li><li>• Overview of compliance policies and practices</li><li>• Ensuring top level policy framework exists, ratifying policies</li><li>• Networking on behalf of the organisation</li><li>• Communication with members and key stakeholder groups</li><li>• Decision making</li><li>• Ensuing ongoing effective governance</li></ul> <p>The fiduciary duty of Directors is to act in the interests of the organisation as a whole and not to represent individual constituents. Thus, once elected, the board should have the ability to operate independently in the interests of the organisation as a whole, free from undue influence. The legal duties of individual Directors include the requirement to:</p> <ul style="list-style-type: none"><li>• act in good faith and for a proper purpose</li><li>• exercise due care and diligence</li><li>• ensure the organisation does not continue to carry on its business while insolvent</li><li>• meet the requirements of various other federal, state and territory laws that directly impact on the organisation interests of the organisation as a whole, free from undue influence</li></ul> <p>Currently the voting (on special resolutions or for election of the Directors) under the existing constitution provisions are as follows:</p> <ul style="list-style-type: none"><li>• The Board – 3 each (15);</li><li>• The Ordinary Members – 10 each (80)</li></ul>



- Distribution to Ordinary Members based on playing numbers in each State being 1 vote for each 1% – (100 allocated across the Ordinary Members.
- Total Votes - 195

It is a fundamental requirement for best practise corporate governance for the directors of the company to be accountable to the shareholders of the company. For SA the only opportunity for the Members to hold the Board accountable is at general meetings and in particular at the AGM. Under the existing provisions of the constitution the Directors are each able to exercise a vote on motions put at general meetings. General meetings and the AGM are the opportunity for the Board to report to the Members and indeed for the members to exercise their right to change the Board where necessary. That the Board can vote on its own accord at general meetings and possible influence the outcome does not result in appropriate accountability and should be eliminated.

While it is recognised that in a federated system each State should have the same voting power, historically SA has granted the Ordinary Members (ie. State and Territory associations) 10 votes each. In addition each Ordinary Member receives an additional vote for each 1% of the registered players in its State as a percentage of the total number of registered players. This effectively allocates 100 votes across the States. The review considered a system that allocates voting rights based on some form of incentive system. For example where a Member has 5,000 registered players it would receive an extra vote. However in reality there are currently approximately 14,000 registered players on the national register of players and the allocation of additional votes on such a small base of players seems overly complex over such a small playing number. Also the proportional voting system continues to perpetuate the potentially divisive jurisdictional system rather than fostering a national approach to the sport. Therefore the recommendation is that Ordinary Members be entitled to one vote each.

Of all the matters discussed there seemed little if any opposition to the proposition that the elected directors should themselves elect the Chair. This election will occur each year following the AGM and term of the Chair should always be at the pleasure of the Board. In other words where the Chair loses the confidence of his or her fellow directors the Board should not be constrained from replacing the Chair.

One of the significant outcomes of a federated system is that the members is concentrated around the existence of geographic borders that were created in the 18<sup>th</sup> and 19<sup>th</sup> centuries and confirmed in 1901 under the Constitution of Australia Act. These borders no longer relate to the on-going development of the business of sport and indeed they restrict the business of sport which should be able to apply cross border practises without hindrance and where such practises are in the overall best interest of the sport.

One of the consequences for a sport like squash where membership is based on geography rather than being a reflection of stakeholders, the membership does not accurately represent the various stakeholder groups associated with the sport. As a

consequence, there are stakeholders which are actually not only excluded from the business of SA because of the membership structure, they are also disconnected from the game and indeed there is a potential conflict between the business goals of these stakeholders and the member organisations. For example, that the owners of squash facilities are not able to be members in their own various capacities excludes from the SA “table” a significant stakeholder group that represents a substantial investment in the future of the game which is highly dependent on the provision of facilities by both private and public sector investment.

Without the reviewers being prescriptive the constitution should be amended to allow the inclusion of additional classes of corporate and individual members who may or may not be given voting rights. The Board should make the necessary recommendation to the Members who will vote by ordinary resolution on the motion to accept the Board’s recommendation.

**Recommendations:**

**R7.** It is recommended that the right of Directors to vote be eliminated and that the Ordinary Members be entitled to one vote each.

**R8.** That the Chair shall be elected by the directors (with the ability to separate role of president and chair and subject to workload).

**R9.** That the constitution should be amended to allow the inclusion of additional classes of corporate and individual members who may or may not be given voting rights.

### 3.4 Standard of Corporate Governance

<b>Objectives of this section:</b>
To investigate and compare the standard of corporate governance of Squash Australia against other comparable models
<b>Rationale for Recommendations:</b>
<p>The review looked at other NSOs who have recently undergone governance and structural reviews including Yachting Australia, Basketball Australia, Australian Rugby Union, Skiing Australia and Squash NZ. The ASC provides the following structural options for governance models (<i>with acknowledgement to Dr Robert Kidston, Senior Analyst, Organisational Development</i>):</p> <p><i>Model 1: Unitary Model - State Advisory Boards</i></p> <p>The delivery of the sport controlled through a single national structure and constitution, supported by discipline committees and state offices/branches that are responsible to the national CEO. Clubs would receive proportionate voting rights (through a club delegate) to elect the majority of the National Board. Net equity of the states/territories would be quarantined and held in a trust which is controlled by the state advisory board. There is however a risk of loss of state funding without a there being local official entity ie state association with a board) and the potential disconnect with the local volunteer base.</p> <p><i>Model 2: Unitary Model - Elected State Councils</i></p> <p>The delivery of the sport controlled through a single national structure and constitution, supported by discipline committees and state offices/branches. In this model, the state/territory councils are elected by the members (one vote per member). The state/territory councils elect the majority of the National Board. Again there is a risk of loss of state funding and the local volunteer base.</p> <p><i>Model 3: Hybrid Model – Direct NSO Membership and Retention of State Associations</i></p> <p>This model retains the state associations, however it provides for direct membership to the NSO and permits one vote per affiliated member to elect the majority of the National Board. Services are contracted by the NSO and delivered by the state/territory associations using a proportion of member fees (notionally 50%) to execute agreed performance targets.</p>

#### *Model 4: Federated Model - Separate Entity for High Performance Program*

This model retains the federal structure, however the functions of the High Performance Program are separated from those of the Federation. This model would create a wholly owned NSO subsidiary (company limited by guarantee) with a small (up to five directors), independent expert board focused solely on high performance outcomes. The National Board would elect the majority of the HP Board. This model is a contingency model and not a desirable model to implement. However, it may be deemed necessary in the event of future changes, conditions or removal of Federal Government funding of sport.

#### *Model 5: Federated Model – Indirect NSO Membership and Retention of State Associations*

A federated structure exists where the national body has certain responsibilities for the sport under its constitution but typically has no constitutional authority over state/territory bodies because the latter operate independently under their own separate constitutions for the principal benefit of the members in their jurisdiction. Under this structure, national coordination and identity are usually sought through various forms of cooperative and membership arrangements (including reciprocal capitation membership) between the state/territory and national bodies comprising the sport.

This option needs to be supported by the adoption of the key reform recommendations of the review in order to ameliorate the current strategic and operational inefficiencies of the Federation if the intention of progressing the sport along the professional business continuum is to be achieved. A professional business cannot be delivered with nine different strategic plans and selective alignment of strategic and operational collaboration – the centre and the parts need to be working together.

In many instances, it would be appropriate for organisations to immediately implement recommendations of major structural changes emerging from a comprehensive review of operations. However, the nuances of sport delivery in a federal model which consists of both professional and volunteer stakeholders, cultural change is more gradual and requires an approach to reform which is incremental. It is recommended that implementation of structural and cultural reform be carried out over distinct stages, over a period of 5-6 years, with each stage subject to an annual evaluation.

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As previously indicated the SA changed its legal status to that of a company limited by guarantee in 1995 and the review found that this model remains the appropriate corporate model. While SA may want to move to a hybrid governance model over time it is important to immediately strengthen the current federated model and adopt the behaviours that come with that option in order to build a sound foundation for future structural changes. It is recommended that a set of governance policies and procedures be established clearly outlining the role and expected behaviours of the board and management and the relationship with members and

stakeholders (see Appendix 2).

During the review it became apparent that there is an unstructured and undocumented manner in the way of oversight of SA's audit functions is conducted. It is proposed that more structure be adopted by the constitutional establishment of a Audit and Risk Management Committee which will be a committee of the Board. Consequently the Board will develop and put in place a Charter to which the Audit and Risk Management Committee shall operate (see example in Appendix 3). The Charter should be reviewed annually by the committee itself and the Board of SA to ensure its continued relevance and adoption of best practise in this significant compliance area. It goes without saying that the Charter should reflect the best practise and there are many examples available that will assist SA in the formulation of the Charter.

The Audit and Risk Management Committee will be chaired by a director and where appropriate can and should co-opt additional expertise with the view of having the necessary skills to satisfy the Charter for the committee. The membership of the Audit and Risk Committee can also be utilised as a foundation to election to the Board. At a very minimum participation on the Audit and Risk Committee will provide the members with a very good grounding in the business of SA.

**Recommendations:**

**R10.** While maintaining a federated model, develop a set of governance policies and procedures clearly outlining the roles and expected behaviours of the board and management and the relationship with members and stakeholders.

**R11.** Establish an Audit and Risk Management Committee as a committee of the Board.

### 3.5 Future Member Reviews

<b>Objectives of this section:</b>
To provide advice on available external funding sources to assist with the conduct of similar reviews as they might be of relevance to members
<b>Rationale for Recommendations:</b>
<p>With greater engagement of the members, as outlined in the preceding sections of this report, there is an opportunity to provide greater unity of purpose across the sport through alignment of state and territory strategic plans and their constitutions with those of the national body.</p> <p>Some states and territory associations have recently been through structural reviews (eg NT and VIC) and others may benefit from this process. State Departments of Sport and Recreation (SDSRS) offer a range of services to assist state sport organisations with strategic planning and governance reviews either through government run seminars and workshops or by providing funding for sports to engage external expertise. Links to SDSRS funding sources are below:</p> <ul style="list-style-type: none"><li>• NSW - Office of Communities - Sport and Recreation - <a href="http://www.dsr.nsw.gov.au/grants/">http://www.dsr.nsw.gov.au/grants/</a></li><li>• VIC – Department of Planning and Community Development - <a href="http://www.dpcd.vic.gov.au/sport/Grants-and-Funding">http://www.dpcd.vic.gov.au/sport/Grants-and-Funding</a></li><li>• WA – Department of Sport and Recreation - <a href="http://www.dsr.wa.gov.au/funding">http://www.dsr.wa.gov.au/funding</a></li><li>• SA – Office for Sport and Recreation - <a href="http://www.recsport.sa.gov.au/funding-scholarships/index.html">http://www.recsport.sa.gov.au/funding-scholarships/index.html</a></li><li>• QLD – Department of National Parks, Recreation, Sport and Racing - <a href="http://www.nprsr.qld.gov.au/funding/index.html">http://www.nprsr.qld.gov.au/funding/index.html</a></li><li>• TAS - Sport and Recreation - <a href="http://www.sportandrecreation.tas.gov.au/sportrectas/funding_opportunities">http://www.sportandrecreation.tas.gov.au/sportrectas/funding_opportunities</a></li><li>• NT - Department of Sport and Recreation - <a href="http://www.sportandrecreation.nt.gov.au/sport-and-recreation/grants">http://www.sportandrecreation.nt.gov.au/sport-and-recreation/grants</a></li><li>• ACT – Sport and Recreation Services - <a href="http://www.economicdevelopment.act.gov.au/sport_and_recreation/support/grants">http://www.economicdevelopment.act.gov.au/sport_and_recreation/support/grants</a></li></ul> <p>The ASC provides guidelines on best practice governance principles at <a href="http://www.ausport.gov.au/supporting/nso">http://www.ausport.gov.au/supporting/nso</a></p> <p>A review of the Squash Australia strategic plan and constitution (as recommended in this report) will provide a format and model for the state and territory associations to modify and adopt. It is also important that the associated bodies of Squash Australia are properly structured and constituted to ensure alignment with the national direction.</p>
<b>Recommendations:</b>
<b>R12.</b> Provide member state and territory associations with the reviewed Squash Australia strategic plan and constitution as a model to modify and adopt.

### 3.6 Potential Risks for Squash Australia

<b>Objectives of this section:</b>
To provide general comment on any risks confronting the Squash Australia Board and Squash Australia as an organisation
<b>Rationale for Recommendations:</b>
<p>The key risks for Squash Australia are seen in the following areas:</p> <ul style="list-style-type: none"><li>• Commercial development</li><li>• Major events</li><li>• Financial and risk management (covered in section 3.4)</li><li>• Participation, development and growth</li><li>• Compliance, governance and workload</li></ul> <p><b>Commercial Development</b></p> <p>SA currently receives its funding from the Australian Sports Commission (approx. 43%) and membership fees, and there is little or no commercial income from sponsorship or other sources. Changes in government policy and funding decisions could therefore have a major impact of the viability of the organisation. A commercial development plan would identify the sport's assets and properties and outline potential commercial opportunities including sponsorship, events and licensing and opportunities based around a broader membership reach. This does however require a dedicated resource to source and attract other income streams. Examples can be seen here with Bowls Australia and the ASC's support for commercialisation of targeted NSOs.</p> <p><b>Major Events</b></p> <p>The Australian Open is the sport's flagship event but it continues to run at a significant loss. This is obviously unsustainable and requires a major rethink to either ramp up commercial support for the event, with associated broadcast support, or scale it down in the short term to minimise losses.</p> <p><b>Participation, Development and Growth</b></p> <p>Squash Australia has recognised the need for participation growth and has developed a new product OzSquash that is to be</p>

delivered in AASC centres nationally from 2013. The AASC product though is only one stage of three that Squash Australia see as critical to fully achieving its goals around increased participation. The other two products are 'OzSquash in Schools' and 'OzSquash in Centres'. However in order for the three-phased OzSquash participation program to be fully optimised Squash Australia would need additional resources to employ development officers to work in particular regions across the country. Having additional resources to fund development officers in the states, particularly in appropriate country centres would expand the capacity of the OzSquash program in its entirety to contribute to government objectives, and ensure that the approach and delivery of OzSquash is nationally aligned.

### **Compliance, Governance and Workload**

Within this report a number of recommendations have been made to the constitution which are aimed at introducing best practise governance to SA. Some of these recommendations like the introduction of the Finance Audit and Risk Committee and the Nominations Committee are aimed at assisting the Board in its overall role in undertaking its role in accordance with the Corporations Act to which it must comply.

Certainly the introduction of the Audit and Risk Management Committee is aimed at satisfying the structure of the compliance associated with the annual audit and preparation and review of the audit process.

In addition, changes to the law especially around Work, Health and Safety, which place potentially serious obligations on SA and the Directors, requires that this area of the business be given adequate attention. Because of the compliance nature of the audit function it is felt appropriate that risk be added to the overall area of responsibility of the same committee.

All Board Committees should be assigned a member of the SA executive staff to act as the Committee Secretary and to provide secretariat services to the various Committees. The Committees should have all necessary access to the records and papers of SA to allow them to undertake their respective roles and to fulfil the obligations placed on them by the Board through the various Charters.

To improve the allocation of workload around the Directors, it may be worth the Board considering the introduction of a Human Resources and Corporate Governance Committee. The HR Committee would include at least one (1) Director preferably the Chair, the CEO and as otherwise determined by the Board from time to time. Again the Board should develop and approve a Charter for the HR Committee but its responsibilities may include developing succession and workplace policies, and governance improvements that can be presented to the Board for adoption. This committee will also oversee the process for appointment and review of senior positions.



The most important role of a Board is the appointment of the CEO. This Committee can formulate and present to the Board the annual KPI's to which the CEO will be responsible and to which the CEO will be reviewed against. The Committee will undertake an annual review of the CEO against the KPI's and will present a report to the Directors with any recommendation considered necessary. The HR Committee can work with the CEO in relation to the roles and responsibilities of the senior executives in SA where necessary. The HR Committee however should be wary of moving into operational areas that remain the responsibility of the CEO.

Finally the corporate governance of an organisation is continually moving. The Committee can and must keep abreast of the changing environment and recommend the necessary changes that will enable SA to continue the move in HR and corporate governance in the adoption of best practise.

#### **Recommendations:**

**R13.** Develop a commercial development plan to identify the whole of the sport's assets and properties and outline potential commercial opportunities including sponsorship, events and licensing and opportunities based around a broader membership reach. Explore options to secure dedicated resource to drive the plan.

**R14.** Establish a Human Resources and Corporate Governance Committee that will look at succession, workplace policies, and governance improvements which can be presented to the Board for adoption.

## Summary

In therefore summarising the key points from the review, we feel Squash Australia would be significantly strengthened by the following:

- **Strategy** – review of the strategic plan to ensure it accurately captures the direction and goals of the sport and engages the members and stakeholders in unity of purpose
- **Governance structure** – retain the federated model in the immediate term but strengthen it through the recommended governance policies, procedures and board improvements
- **Constitution** – reform the constitution to reflect the recommendations of this report to better support the delivery of the strategies and goals of the sport
- **Alignment** – align the strategic plans and constitutions of the states and territories with the national plan and constitution to again support unity of purpose
- **Engagement** – broaden the membership to facilitate the inclusion of additional classes of non-voting corporate and individual members
- **Culture** – foster a culture of communication, consultation and proactive transparency in order to develop mutual trust and respect
- **Commercial** – build the resources of the sport to better deliver its programs and services
- **Operating structure** – ensure the management operating structure and performance measures support the future goals of the organisation particularly in the areas of marketing and communication, commercial development and participation growth, as well as a coordinated approach to high performance delivery

## **04 Implementation Plan and Priorities**

#### **4.1 Implementation Plan and Priorities**

Once the recommendations are agreed they can be prioritised\* into: **C**= Critical, **I** = Important or **B** = Beneficial  
Timelines can then be confirmed and the resources required identified.

<b>R</b>	<b>Recommendations</b>	<b>Priority* C, I, B</b>	<b>Timeline</b>	<b>Resources &amp; Cost</b>
<b>1</b>	Review the strategic plan (2011-2015) to ensure it accurately reflects the objectives and vision for the sport, as well as outlining outcomes and performance measures, and engage the stakeholders in developing that vision to ensure buy-in.			
<b>2</b>	To reinforce and support unity of purpose, develop performance agreements outlining roles and responsibilities of SA and the states/territories.			
<b>3</b>	Develop a communication strategy outlining purpose, method, appropriate tier approach, facility for feedback (including grievance policy) and build on the success of President's Council and working groups, review role of committees to ensure they actively support the goals and objectives of the strategic plan and engage the expertise of the membership.			
<b>4</b>	Adjust the constitution to allow the expansion to 7 directors (5 elected + 2 appointed) to meet skills audit requirements.			
<b>5</b>	Establish a Nominations Committee to comprise 4 persons being the President, 1 appointed by the Board, and 2 appointed by the Members. This committee will operate subject to the Terms of Reference stipulated by the Board of SA.			
<b>6</b>	Directors will be elected by the Members and should not hold a position on State/Territory Boards to avoid potential or perceived conflict of interest, and to manage workload			
<b>7</b>	It is recommended that the right of Directors to vote be eliminated and that the Ordinary Members be entitled to one vote each.			

8	That the Chair shall be elected by the directors (with the ability to separate role of president and chair and subject to workload)			
9	That the constitution should be amended to allow the inclusion of additional classes of corporate and individual members who may or may not be given voting rights.			
10	While maintaining a federated model, develop a set of governance policies and procedures clearly outlining the roles and expected behaviours of the board and management and the relationship with members and stakeholders.			
11	Establish an Audit and Risk Management Committee as a committee of the Board.			
12	Provide member state and territory associations with the reviewed Squash Australia strategic plan and constitution as a model to modify and adopt.			
13	Develop a commercial development plan to identify the whole of the sport's assets and properties and outline potential commercial opportunities including sponsorship, events and licensing and opportunities based around a broader membership reach. Explore options to secure dedicated resource to drive the plan.			
14	Establish a Human Resources and Corporate Governance Committee that will look at succession, workplace policies, and governance improvements which can be presented to the Board for adoption			

## 05 Appendices

- Appendix 1 – Board Survey Report
- Appendix 2- Squash Australia Governance Policies draft for development
- Appendix 3 – Audit and Risk Management Charter sample