

Board of Irish Squash (4th December 2022)

Irish Squash – Organisation Review

Background

In line with Pillar 1 of the Strategic Plan the board of Irish Squash commissioned a Structural review and appointed an Organisational Review Group. The organisational Review Group reviewed the structure of the organisation and recommended that a workshop takes place for the Board and other stakeholders. Two workshops were held in November 2022 facilitated by Steve Griffiths.

The workshops looked at the Sport Ireland Principles of Good Governance and in that context recognised that the current board of Irish Squash focuses on operational issues as opposed to the strategic direction of the organisation.

The conclusion of the workshops was a series of recommendations where are outlined in this document. These recommendations are a set of conceptual principles from which a new organisation structure will develop

From the recommendations a significant amount of work will have to be undertaken to develop a governance structure, including the rewrite of the constitutional documents and the establishment of working groups

The recommendations below are presented to the Board for formal approval.

Board Restructure

1. The Board needs to be strategic and not operational in its focus.
2. The Board Composition needs to be changed to reflect the primary needs of the company and its membership, and not on representative interest.
3. The number of Board members to be no more than 9.
4. Officer positions – President, Vice President, Honorary Secretary and Honorary Treasurer to be automatic members of the Board. The Chair of the Board meetings can be the President or an independent chair.
5. Co-opted members are selected by the Board up to a maximum of five. Nominations are based on skills and experience to support the organisation in areas including Legal, HR, Marketing and Strategy. It is recommended that two of the five co-opted members are Independent Directors.
6. Board membership should reflect the need to be inclusive and diverse, in particular with regard to regional representation and gender balance, with a target of 40% of each gender.

Executive Structure

1. There is requirement for an expanded Executive team of 5
 - Chief Executive
 - Administrative Support
 - Operations Officer
 - Development Officer
 - Communications/IT Officer
 - Some of these positions may be part-time.
 - All recruitment will be subject to available funding and Board approval
2. The Chief Executive will be responsible for the delivery of the Strategy of the organisation, the management of the executive team as well as management of the Operational Working Groups and will be the point of contact for the Provincial Associations.
3. Recruitment of the CEO will be commenced in January 2023, and they will be tasked with making proposals on future staffing requirements and structures.

Operational Working Groups

To support an expanded operational structure, 5 working groups will be established in support of the Strategic Pillars: (additional working groups may be established as required).

Pillar	Working Group
1. Strategic Governance	Responsibility of the Board
2. Visibility	1. Communications & Visibility
3. Participation & Growth	2. Participation & Development
4. Revenue Growth & Partnerships	Responsibility of the President and the Executive Team
5. Coaching & Competition	3. Coaching 4. Competitions
6. High Performance	5. High Performance

1. The working groups will include members according to their interests, experience, and skills.
2. The working groups will be selected by and report to the Chief Executive. The Chair of the Working Groups will be approved by the Board.
3. Terms of Reference and KPI's for the Operational Working Groups will be approved by the Board
4. It is envisaged that the Chairs of Working groups reporting to the CEO will operate as volunteer heads of function operating to Terms of Reference and with Key Performance Indicators agreed by the CEO and the Board.

Review of the Constitution

1. The proposed changes will necessitate a review of the Constitution of Irish Squash led by the Governance Sub-Committee to reflect and support the future organisational structures, giving particular attention to provincial jurisdictional issues.

Timing

1. The proposed Structural and Constitutional changes will be presented to the membership for approval at the June 2023 AGM