

A dynamic photograph of two female squash players in the middle of a match. The player in the foreground is wearing a dark blue sleeveless top with the 'AMPITO' logo and a matching skirt, captured in a powerful backswing. Behind her, another player in a light blue shirt and skirt is ready. The court is enclosed by a glass wall, and a large, diverse crowd of spectators fills the tiered seating in the background. The scene is lit with warm indoor lights, creating a focused and energetic atmosphere.

Irish Squash

The Way Forward

Background & Process

The Board of Irish Squash commissioned a Structural review and appointed an Organisational Review Group. This group reviewed the structure of the organisation and recommended that a workshop takes place for the Board and other stakeholders.

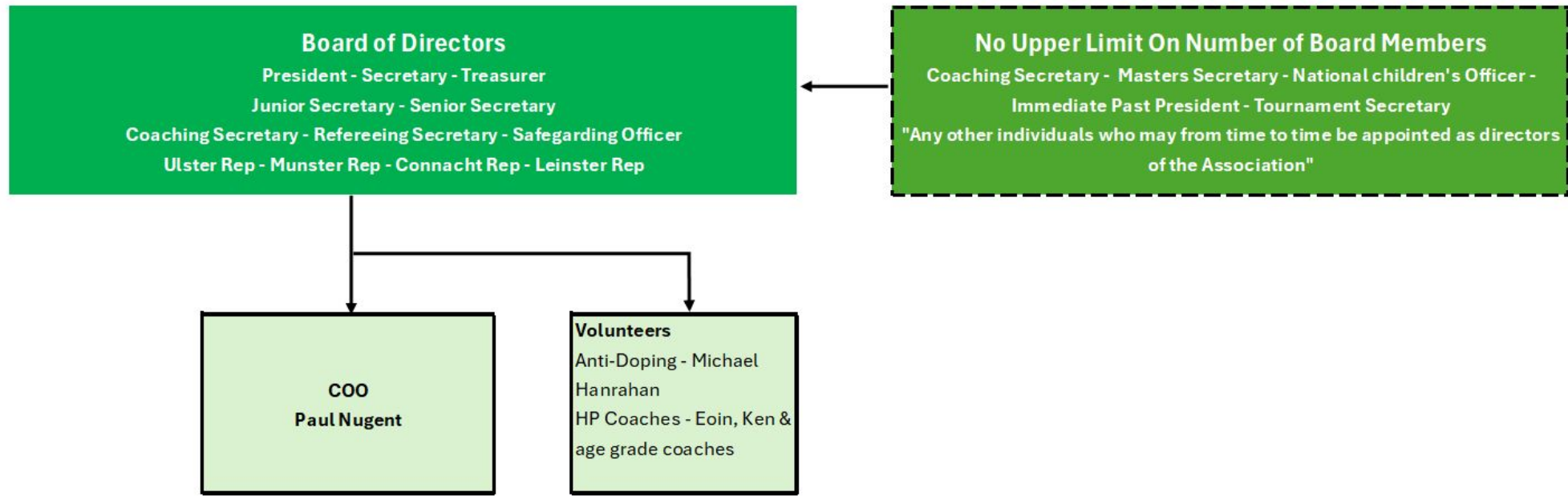
The workshop in November 2022 looked at the Sport Ireland Principles of Good Governance and in that context recognised that the current board of Irish Squash focuses on operational issues as opposed to the strategic direction of the organisation.

The conclusion of the workshops produced a series of recommendations which the board is seeking to implement.

These recommendations include a key principle which is that the Board becomes more strategic and less operational. Organisational and constitutional changes which follow are key pillars to enable the growth of squash in Ireland.

Background & Process

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|----------------------------|--|
| Workshops 1 | Organisational Structure Consultation (November 2022) |
| Board Decision | Decision to adopt the structure (December 2022) |
| Workshop 2 | Provincial & Organisational Structure Consultation (September 2023) |
| EGM | Postponement seeking further clarity (September 2023) |
| Audit | Sport Ireland KOSI Audit recommending completion of Constructional review within 6 month timeframe to comply with Governance Code for Sport (September 2023) |
| Clarity | SDG tasked with providing further clarity regarding the structure and a mechanism to maintain open communication with Provincial branches (September 2023) |
| Provincial Meetings | Presentation to Provincial committees providing further information is an effort to address questions and concerns (December 2023 / January 2024) |
| Board Meeting | Irish Squash board reaffirmed the decision made in November 2022 to complete the Constitutional review, including the move to a more strategically focused board with independent directors and a requirement for 40% gender balance. Irish Squash Board committed to further consultation prior to issuing notice of the EGM (January 2024) |
| Provincial Meetings | A series of meetings have taken place throughout January & February between the Provinces and Irish Squash to address final issues prior to EMG |
| Provincial Support | The Board of Ulster Squash endorsed the proposed Interprovincial Forum |



Existing Irish Squash Structure

- Unwieldy with no upper limit on number of Board members
- Slow decision making and little capacity to deliver strategy
- Overreliance on volunteers to fulfill key roles
- The board is focused on day-to-day operations, with no capacity to consider the strategic direction of the sport
- Limited meaningful dialogue about matters of importance to the Provincial associations
- A significant time investment is required from volunteers, making it difficult to recruit enough of them
- A gap in service may occur if a volunteer steps aside or is no longer able to commit the required time
- Potentially lacking key expertise in areas such as legal, finance, and commercial
- Not eligible for high-performance funding due to a lack of independent directors
- Not fully compliant with the Governance Code for Sport

Key Changes to Constitution

Strategic Focus

- Removal of 'operational' & provincial rep roles from the board
 - The key volunteer positions remain, but the volunteer no longer sits on the board
- Appointment of up to 2 independent directors
 - Co-opted based on the skills and expertise the board requires to govern the sport effectively
 - A requirement for HP funding eligibility

Gender Balance

- 40% gender balance on the Irish Squash Board
 - A requirement for Sport Ireland funding

Board Positions

- The President
- The Vice President
- The Secretary
- The Treasurer
- Up to 3 Directors
- Up to 2 Co-Opted Directors

(7 from squash community, 2 independent)

Nominations Committee

- The Nominations Committee is responsible for making recommendations based on a skill set criteria to ensure the board has the necessary skills, including but not limited to HR, Legal, Finance, Commercial, Strategy, etc.
- The members of the Nominations Committee were approved at the Board meeting on the 14th August 2023. The members are Rosie Barry, Christine Mooney, Steve Griffiths (an independent contractor, with an expertise in Organisational Change). Terms of Reference were approved by the Board at its meeting on the 23rd October 2023 & updated at board meeting in January 2024.

Directors (up to 4)

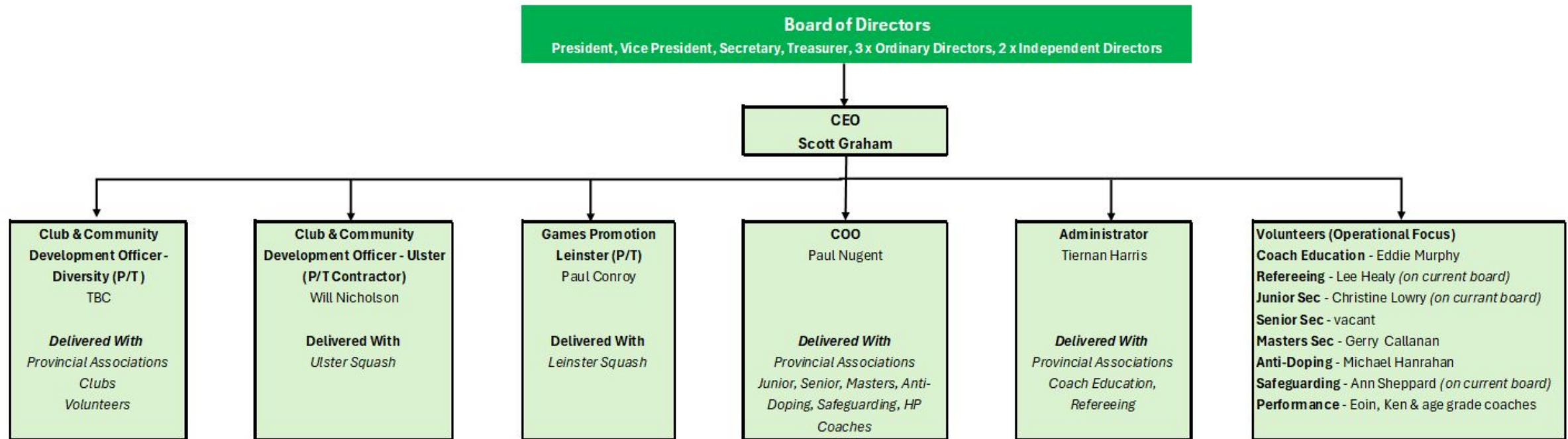
- Members who possess the required skillset, as identified and published by the Nominations Committee, will have the opportunity to seek election. The appointment of nominated directors to the board will be a competitive process, with voting on all candidates conducted at the AGM.

Co-Opted Directors (up to 2)

- The Board has the authority to co-opt up to two individuals who are independent of membership and may come from different sports or industries, providing fresh perspectives and expertise.
- Independent Directors a requirement in order to be eligible for Sport Ireland High Performance Funding

New Irish Squash Structure

- Volunteer committees and positions remain in place supported by staff team
- Closer & more meaningful engagement with Provincial associations
- Quick decision making
- Increased capacity and ability to deliver the strategy
- Structure modelled off modern best proactive approaches



Interprovincial Forum

1. The Inter-Provincial Forum is a new structure agreed between Irish Squash and the Provincial Associations to facilitate regular and constructive dialogue.
2. The Board, in consultation with the Provincial Associations of Ulster, Munster, Connacht, and Leinster, will establish an Interprovincial Forum ('the IPF'). The IPF will comprise the President of each of the Provincial Associations, along with one other Provincial delegate, as well as the President, Honorary Treasurer, and Chief Executive of Irish Squash.
3. The primary purpose of the IPF is to facilitate the consistent implementation of Irish Squash strategy in the four provinces, provide consistent communication between the provinces and the Company, and offer an opportunity for representatives of the Provincial Associations to raise matters for consideration by the Board and between the provinces.
4. The IPF will meet in person or online at least three times in each calendar year. The Presidents of each of the Provincial Associations, along with the President of Irish Squash, must designate at least three meetings that they shall all attend.
5. The Chief Executive of Irish Squash will act as Chair of IPF meetings and will provide an agenda 5 days in advance of meetings, taking into account matters suggested for consideration by the Provincial Associations.
6. Minutes of each IPF meeting will be prepared by the CEO (or, if the CEO is not present at any meeting, by a person nominated by the CEO) and circulated within 7 days of the meeting to each of the Presidents of the four Provincial Associations and the Chair of Irish Squash.