

Squash Australia Communication Working Team

Terms of Reference

Purpose

The Squash Australia Communication Working Team ('the WT') has been established to assist in the cultural reset between stakeholders in the sport, as agreed at the June 2019 National Conference.

The outcome of this WT is to '**establish a framework for communication across all levels of stakeholders within the sport.**' This framework will be linked to the roles and responsibilities framework being designed by Working Team 2 – Roles and Responsibilities.

Specifically, this WT should define the following items:

- What the agreed behaviours should be for all stakeholders of squash in Australia;
- Where the individual player sits in terms of communication and engagement;
- What a sport communication plan that supports communication across the sport should look like, including links to the roles and responsibilities framework being undertaken by Working Team 2; and
- How current communication tools could be better used and what others might enhance the communication platform.

Role

The role of the WT is to:

- Work under the direction of the Presidents Council and the Squash Australia Board to provide a final framework for endorsement at the 2019 Squash Australia AGM.
- Share information, resources and best practice learning affecting communication across the sport.
- Be active advocates for the sport through the work of the WT; and
- Provide open and honest feedback throughout the process for the betterment of the sport.

Membership

This WT comprises the following members:

- Chairperson – Paul Mead
- Sport Australia Representative
- Squash Australia Board Representative
- State / Territory Representatives – Up to three (skills based)

The WT may also invite in subject matter experts to provide advice as required.

Length of Tenure

The tenure for the WT is until the Presidents Council and Squash Australia Board accept the recommendations of the WT, but no longer than the end of the 2019 Squash Australia AGM.

Removing Members

The Squash Australia Board has the authority to remove a member of the WT with the agreement of at least 75% of the Presidents Council and shall observe the principles of natural justice before a final decision is made.

Should a WT member be removed, then a replacement will be sought in line with the original Appointment process.

Leave of Absence

Any member absent for 3 or more consecutive meetings without apology or leave of the Chairperson shall have their position declared vacant and a replacement member sought.

Appointment of Proxy Members

No proxies may be appointed.

Member Obligations

All members:

- Have equal rights and obligations in relation to the working team.
- Are expected to adhere to Squash Australia's Member Protection Policy and display the values in the Squash Australia Strategic Plan.
- Contribute to the activities of WT in a professional, collaborative, consultative and constructive manner.
- Are expected to be advocates for the work of the WT.

Meetings

- The WT shall meet at a schedule as agreed by the group. It is expected that the WT members would commit to 4-6 hours per month on this work, including meetings.
- A quorum is four members.
- The Chairperson will arrange for meeting outcomes to be prepared and distributed to the members. Minutes must be recorded and made available to at least the Presidents Council and Squash Australia Board.

- The WT can invite occasional guests with expertise, skills and experience relevant to its work.

The Chair is responsible for:

- Preparing the agenda in consultation with other members.
- Ensuring the agenda reflects the purpose and role of the WT and can be covered in the time allowed for the meeting.
- Circulating the agenda at least three days prior to every meeting.
- Ensuring relevant supporting information is circulated with the agenda.
- Managing the business of the meeting.
- Finding a replacement Chair if they are unable to attend the meeting.

The WT Members are responsible for:

- Reading the agenda and associated documents prior to the meeting.
- Actively participating in the work of the WT and providing input, guidance and skill to the development of the framework.
- Being proactive in responding to requests from within the WT, to ensure the work of the WT progresses with a sense of timeliness.

Delegated Authority

The WT has no financial authority to expend funds, nor to make decisions on behalf of Squash Australia or its members.

The WT can only provide recommendations to the Presidents Council, inline with its purpose.

Reporting

The WT is to provide interim reports to the Presidents Council and Squash Australia Board by 31 August and 30 September. A final report with recommendations is to be delivered to the Presidents Council and Squash Australia Board by 31 October 2019.

Amendments

The WT may recommend to the Presidents Council and Squash Australia Board that these Terms of Reference be enlarged or varied to enable it to deal with any matter or issue which it considers should be addressed by WT.

Squash Australia Roles and Responsibilities Working Team

Terms of Reference

Purpose

The Squash Australia Roles and Responsibilities Working Team ('the WT') has been established to assist in the cultural reset between stakeholders in the sport, as agreed at the June 2019 National Conference.

The outcome of this WT is to '**document the roles and responsibilities of the stakeholders involved in the sport and a framework for decision making across all levels of stakeholders within the sport.**' This work will be linked to the communication framework being designed by Working Team 1.

Specifically, this WT should define the following items:

- How the delivery of the sport should work with a Federated model, understanding the challenges the sport (and sporting community more broadly) is facing;
- How we can maximise the use of our resources across the sport, and find efficiencies in the use of our resources;
- What clearly defined roles and responsibilities for Squash Australia, Members States/Territories, Regions (Qld only) and clubs should be;
- Where and how decisions should be made, including the role of Working Groups and the Presidents Council (with a review of the Terms of Reference for these two groups).

Role

The role of the WT is to:

- Work under the direction of the Presidents Council and the Squash Australia Board to provide a final document and framework for endorsement at the 2019 Squash Australia AGM.
- Share information, resources and best practice learning affecting communication across the sport.
- Be active advocates for the sport through the work of the WT; and
- Provide open and honest feedback throughout the process for the betterment of the sport.

Membership

This WT comprises the following members:

- Chairperson – Paul Mead
- Sport Australia Representative
- Squash Australia Board Representative
- State / Territory Representatives – Up to three (skills based)

The WT may also invite in subject matter experts to provide advice as required.

Length of Tenure

The tenure for the WT is until the Presidents Council and Squash Australia Board accept the recommendations of the WT, but no longer than the end of the 2019 Squash Australia AGM.

Removing Members

The Squash Australia Board has the authority to remove a member of the WT with the agreement of at least 75% of the Presidents Council and shall observe the principles of natural justice before a final decision is made.

Should a WT member be removed, then a replacement will be sought in line with the original Appointment process.

Leave of Absence

Any member absent for 3 or more consecutive meetings without apology or leave of the Chairperson shall have their position declared vacant and a replacement member sought.

Appointment of Proxy Members

No proxies may be appointed.

Member Obligations

All members:

- Have equal rights and obligations in relation to the working team.
- Are expected to adhere to Squash Australia's Member Protection Policy and display the values in the Squash Australia Strategic Plan.
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The Chair is responsible for:

- Preparing the agenda in consultation with other members.
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- Reading the agenda and associated documents prior to the meeting.
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Appointment Process

The appointment process for the Working Team members is outlined below:

Role	Authority
Chair	Squash Australia Chairperson
Sport Australia Rep	Kate Corkery
Squash Australia Board Rep	Squash Australia Board
State Representatives	Presidents Council (75% or 6/8 members)

State Representatives will be selected based on an Expressions of Interest process as outlined below. The State Representatives

- Working Team Chair to call for Expressions of Interest for a maximum of two weeks (14 days) via Google Form: <https://forms.gle/xk5yU9qYdmoZr9Uz8>
- Each State may nominate a maximum of one person per Working Team.
- The Chair and Kate Corkery (SportAus) will assess the applications, based on their skills and experience to support the work of the Working Team, within four days of the EOI closing.
- A priority-based recommendation will be provided to the Presidents Council for endorsement. This list will include notes against each applicant, noting why they have been placed where they have in the list.
- The Presidents Council will finalise the appointment of the State Representatives within three days of being provided the recommendations.

Working Team Assessment Criteria

The Assessment team (WT Chair and Kate Corkery (SportAus)) will be looking to recommend two Working Teams with a mix of skills and diversity in their experience. This will ensure that each Working Team can appropriately represent the squash community, with diversity in its thinking and the solution it provides.

The assessment team will look to establish each Working Team as a team, to ensure that there is diversity in the skills or experience on each Working Team as covered below:

Skills or Experience Sought
An understanding of sport systems and sport governance systems
An understanding of the design and development of frameworks or systems
Experience of community sport within a National framework
Are familiar with the history of the sport of squash in Australia
An understanding of how to manage a complex network of stakeholders with different interests
Strong personal communication skills
A diversity of perspectives from within and outside of squash