

SQUASH WALES

CRITERIA AND PROCEDURES FOR BOARD CANDIDATE SELECTION AS A DIRECTOR

Table of Contents

CRITERIA AND PROCEDURES FOR BOARD CANDIDATE SELECTION AS A DIRECTOR.....3

 GENERAL ROLE CRITERIA FOR SQUASH WALES BOARD DIRECTOR.....3

 COMMERCIAL DIRECTOR.....5

 EQUALITY DIRECTOR.....6

 EVENTS RULES AND TECHNICAL DIRECTOR.....7

 FINANCIAL DIRECTOR8

 HUMAN RESOURCES DIRECTOR.....9

 MARKETING & COMMUNICATION DIRECTOR.....10

 PERFORMANCE DIRECTOR11

 DEVELOPMENT/PARTICIPATION DIRECTOR12

 CORPORATE AND LEGAL DIRECTOR13

 COMPLIANCE / GOVERNANCE DIRECTOR14

PROCEDURES TO BE USED IN CANDIDATE ENDORSEMENT FOR DIRECTOR.....15

 APPENDIX16

CRITERIA AND PROCEDURES FOR BOARD CANDIDATE SELECTION AS A DIRECTOR

It is the aim of Squash Wales Ltd to attract individuals for nomination to the Board of Directors who, if elected, will best serve the interests of the Company and its stakeholders. Prospective directors should be committed to the fulfilment of their responsibilities and duties in line with the Company's mission statement, vision, strategic plan and delivery.

Certain core criteria and personal skills should be met by all candidates for Board selection, whilst other criteria will need to be met by the board collectively and will therefore be required of individual board members.

GENERAL ROLE CRITERIA FOR SQUASH WALES BOARD DIRECTOR

Background

The roles and responsibilities of the Squash Wales Board are shared and all members are equally liable. The office bearers usually have additional specific duties and portfolios that they undertake on behalf of the Board that have been delegated by the Board. In addition, the Chair may have duties imposed by the Articles as well as the Board's own policies. The Finance Director may have duties imposed by the Finance Manual or the agreed financial policies of the NGB.

The general duties typically include: -

- Defining the organisation's aims, direction and priorities.
- Ensuring that Squash Wales aims, direction and priorities are clearly articulated and there is wide understanding and support for them.
- Agreeing the strategy, plans, policies and the funding required to achieve the aims.
- Gaining the organisation's members and stakeholders views in determining direction and goals and maintaining effective communication with them.
- Specifying key outcomes, referred to as Key Performance Indicators (KPIs) and approving the availability of resources to achieve them.
- Monitoring the progress of Squash Wales in implementing the strategy, plans and processes against financial plans and budgets.
- Ensure that Squash Wales complies with all legal and regulatory requirements and statements of best practice and conducts its business in a transparent manner at all times.
- Guarding and serving the interests of Squash Wales Members and other stakeholders, including responsibilities to funding partners, staff, sponsors and the community at large.
- Taking reasonable steps for the prevention and detection of fraud and other irregularities.
- Ensuring that the Board complies with statutory and contractual requirements and with the Board's own policies.

- Establishing a framework for assessment and management risk.
- Safeguarding the assets of Squash Wales and agreeing a Reserves management process.
- Setting standards and evaluating the Board's own performance so that the Board can improve as a collective and as individual directors within it.
- Ensuring that there is appropriate succession planning.
- Focusing on the future not the past.
- Individual Directors will be required to take on a lead responsibility for a specific portfolio or project. An agreed level of delegation will be approved by the Board for any additional duties.

Person Specification

The following skills set are required to fulfil the role;

- Decision-making skills that allow informed decisions on a variety of matters.
- Strong interpersonal skills.
- Strategic perception and leadership skills.
- The ability to establish strategies and guide their implementation.
- The ability to discuss and debate with others and to constructively challenge ideas and decisions where necessary.
- Ability to form good working relationships within and outside the Board.
- Availability to attend meetings. Board Members must be prepared to attend Board meetings, usually a set number per annum (dates agreed in advance) and to be available for training as agreed by the Board itself.

COMMERCIAL DIRECTOR

The Board has dealings with commercial partners in relation to sponsorship. Skills are required in negotiation with such partners and in attracting new sponsors to invest in Squash Wales.

The role of the Director is to:

- Creation of a commercial action plan.
- Assist in finding, maintain and managing commercial sponsorship / partnership agreements.
- Assist in creating a more sustainable financial position through increasing income from non-grant sources and/or offsetting costs through value in kind partnership agreements.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- Experience within the private sector, working with partners to generate commercial income.
- Knowledge of business networks within Wales.
- A proven track record of success as a key organisational player significantly involved in delivering strategic marketing objectives;
- Understanding of sport sponsorship mechanisms and sport partnerships and how to leverage them;

EQUALITY DIRECTOR

An individual to take a proactive role in promoting a policy of equal opportunity, access and participation for all in squash across Wales.

The role of the Director is to:

- Champion equality in all aspects of the organisation by promoting good relations and practices towards minority groups.
- Creation of an equality plan as part of a wider strategic plan.
- Champion the development, monitoring and reviewing policies and strategies designed to ensure organisational, staff and stakeholders engage with legislative duties.
- Proactively assist in the development of programmes targeting underrepresented groups within Squash.
- Provide expertise to avoid unlawful discrimination as a development organisation and as an employer.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- Working knowledge of the equality standards for sport.
- Experience in the promotion of equality activities.
- Specific experience of working with under represented groups.

EVENTS RULES AND TECHNICAL DIRECTOR

Responsible for overseeing all elements of the Squash Wales officiating and event programs, as well as representing the board with the masters and league sub-committees.

The role of the Director is to:

- Review and advise on the Company's rules and technical officials practices and procedures;
- Provide advice and support to the Company's executive staff in all areas of Rules and Technical Officials;
- Ensure alignment with Home nation and International rules and technical regulations as required;
- Working with the staff to oversee allocation and training for technical officials;
- Liaise with league and masters committees;
- Input into the overall events calendar and its alignment to the needs of the player pathway.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- Knowledge of the Squash Wales officiating pathways.
- Experience of events.

FINANCIAL DIRECTOR

The Financial Director is responsible for overseeing and monitoring the financial resources required to support the Business Plan of Squash Wales.

The role of the Director is to:

- Advise the Board on financial matters, both positive and negative.
- Advise the Board on investment matters.
- Oversee the production of financial plans, annual accounts and management accounts.
- Be a counter signatory to any major banking transaction.
- Undertake the role of internal auditor.
- Prepare and present the Financial Director's Report for the Annual General Meeting and for Board meetings.
- Guide the Board of Directors in the appointment of auditors.
- Guide the Board of Directors in the budget planning and approval process.
- Liaise with external stakeholders, including Sport Wales, other funding partners and sponsors on all financial matters relating to Squash Wales.
- Attend meetings of National Committees and Sub Committees, where appropriate or necessary, without power to vote.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- A background and in-depth knowledge and experience of accounting, finance and financial services.
- Experience of guiding and supporting others in matters financial.
- Experience of investment and investment policy.
- The ability to discuss and debate financial risks to the organisation with the Squash Wales Board and others e.g. Squash Wales accountant and Sport Wales and also to constructively challenge decisions that might increase the financial risk levels of the organisation.

HUMAN RESOURCES DIRECTOR

Experience of managing people, including the ability to lead and motivate a team. Knowledge and experience in developing a policy and monitoring HR activity to include employment, compensation, workforce relations, benefits, training and development.

The role of the Director is to:

- Identify and advise the board on all legal requirements affecting HR matters and ensuring policies, procedures and board reporting are compliant.
- Advises the board on interviewing, hiring, termination, promotions, performance review, safety, sexual harassment, equality and diversity.
- Monitors a HR system that meets the board information needs.
- Advises the board on appropriate resolution of employee relations issues.
- Advises the board on the performance review programme to ensure the effectiveness, compliance and equity within the organisation.
- Analyse the salary budget and data for board reporting.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- HR qualifications and at least 5 years practical HR experience.
- A working knowledge of employment law and an understanding of the requirements of legislation and best practice in relation to equality and diversity.

MARKETING & COMMUNICATION DIRECTOR

The knowledge and experience necessary to devise and implement strategies to communicate with Squash stakeholders and the general public in Wales and raise awareness of Squash Wales amongst the Squash and non-Squash community.

The role of the Director is to:

- Working with the staff, assist in the planning, development and implementation of all of the Organisation's marketing strategies, marketing communications, and public relations activities, both external and internal.
- Ensure articulation of the Organisation's desired image and position, assure consistent communication of image and position throughout the Organisation and assure communication of image and position to all constituencies, both internal and external.
- Review the current marketing and communications being undertaken by the organisation.
- Provide expertise in the creation of a comprehensive marketing and communications plan.
- Create a series of indicators to measure successful communication.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- A background in communications and marketing with experience at both operational and strategic levels.
- Demonstrated skills, knowledge and experience in the design and execution of marketing, communications and public relations activities.
- Strong creative, strategic, analytical, organisational and personal sales skills
- The knowledge and skills to advise the Board on internal communications.

PERFORMANCE DIRECTOR

Oversee the creation and delivery of the Board's strategy and policies in respect of performance, comprising the development and delivery of an effective talent pathway in Wales and the delivery of the Welsh Commonwealth Games Squash Team.

The role of the Director is to:

- Provide expertise and assist in the development of performance strategies for the organisation.
- Chair Squash Wales Team and Performance Programme selection committees.
- Attend meetings of the Commonwealth Games Council for Wales.
- Provide the Board with expert advice in the area of Performance.
- Working with the staff, submit Performance strategies and policies for approval by the Board.
- In consultation with the Squash Wales Performance Director, Operational, report to the Board regularly on the effectiveness of Company's Performance strategy and plans.

Note: Operational and day to day steering and management of the HPC's is the responsibility of the Squash Wales Performance Director, Operational. It is not the remit for this role.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- A practical knowledge of Performance Sport and the key attributes of an effective talent pathway.
- Experience of playing, coaching or direct exposure to high performance athletes and their programmes.
- Advanced knowledge and experience of the fundamental requirements associated with operating and being successful within a world class sporting environment.

DEVELOPMENT/PARTICIPATION DIRECTOR

Brief Description:

The role of the Director is to:

- Provide a strategic lead for the growth of participation in Squash
- Assist in the development of growth strategies for the sport
- Develop performance measure(s) to track effectiveness of interventions
- Provide the Board with expert advice in the area of development;
- Submit participation strategies and policies for approval by the Board;
- Provide ongoing support and advice to the Development lead

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- An extensive technical background in the sports development field, including experience from grassroots to high performance;
- A strong familiarity with Long Term Athlete Development; (for the development director I would question if this is a necessity, this sits more appropriately for the director of performance)
- Knowledge of Club development and club membership programmes
- Experience of generating successful sporting development pathways
- Experience of increasing participation in a sporting environment
- Knowledge of current trends and policies relating to participation

CORPORATE AND LEGAL DIRECTOR

The knowledge and experience to provide legal advice to the Board/Staff and to act as an 'intelligent customer' in liaison with the company's solicitors where required

The role of the Director is to:

- Advise The board on current legal regulations pertaining to the organisation.
- Advise the board on the legal responsibilities of boards and board members
- Provides legal advice to the Board of Directors and organisation
- Encourages Board's role in legal, and ethical management and planning
- Serves ex officio as a member of any relevant sub-committees and attends their meetings when invited.
- Discusses legal issues confronting the organisation with the GM.

Contributing to the set up and maintenance of:

- Organisational infrastructure documentation
- Standards to comply with the legal responsibilities of Squash Wales.

In order to carry out this role, the elected Director will need the following skills, knowledge and qualities (in addition to those required of all Directors).

- Will be an experienced lawyer able to provide legal advice to the board and staff and, where appropriate, to act as the NGB's 'intelligent customer' in liaison with the company's solicitors.
- Will be expected to assist in the drafting of the NGB documentation and will act as the boards director with responsibility for child welfare and safeguarding
- Although not essential, that the director will have an empathy for the sport and its development throughout Wales with a knowledge of the sport in Wales and the internal working of the NGB being an added advantage.

COMPLIANCE / GOVERNANCE DIRECTOR

Advice on and assist in the development of a comprehensive governance development and maintenance plan.

To advice and guide the board on matters relating to:

- Corporate governance
- Safeguarding
- Health & Safety
- Equity
- Anti-Doping

Governance

The Director will:

- in the absence of the Chair carry out the responsibilities to the Board stated in the Job Description for the Chair;
- Develop a governance policy “umbrella”, consistent with the Voluntary Code of Good Governance for the Sport and Recreation Sector, that ensures the Company complies with all legal and regulatory requirements and statements of best practice and conducts its business in a transparent manner at all times;
- provide advice to the Company’s executive staff responsible for governance matters;
- report to the Board annually on the effectiveness of Board procedures taking account of the views of individual directors.

In order to carry out this role, the elected Director will need the following skills and qualities (in addition to those required of all Directors).

- Strategic perspective, vision and ability to work positively within a team;
- Drive and commitment and the ability to demonstrate this to others;
- Strong interpersonal, communication and negotiation skills and the ability to develop effective, sustainable partnerships;
- Selflessness, integrity, objectivity, accountability, openness, honesty and leadership (Nolan Principles);
- A commitment to the sport and organisation;
- Dynamic, enthusiastic and energetic;
- Resilience and ability to make things happen;
- Specific Portfolio skills, experience and qualifications
- Knowledge of governance in sport and understanding and awareness of the requirements of good governance
- Methodical and analytical approach

PROCEDURES TO BE USED IN CANDIDATE ENDORSEMENT FOR DIRECTOR

The following criteria and procedures for board candidate selection, whilst not exclusive or exhaustive, are indicative of the requirements of the Association and the scope of delegation by the Board of Directors of Squash Wales, to its Nominating and Appointments Committees.

The nomination committee comprising the Chair and representative from Sport Wales will include the following among its procedures to be used in the selection of candidates for future directors of the Squash Wales Ltd Board.

Evaluate qualifications under ***Criteria for all Candidates for Director*** and any specific needs under ***Criteria for Individual Candidates for Director***, prior to commencing a recruitment process

Develop a selection process specific to a candidate search to be led by the Chair of the Selection Committee with the assistance from the SCW, to be identified and retained within the sole discretion of the Committee

- 1 Receive recommendations from other existing members of the Board of Directors and other sources, including self-nominated candidates, and submit such potential candidates for review under the foregoing specific selection process
- 2 Determine that a prospective candidate fulfils the appropriate criteria
- 3 Review the information (C.V. and covering letter) of the prospective candidate and any other pertinent information, such as current or past membership on other boards
- 4 Determine that the candidate has the ability, and the willingness, to spend the necessary time required to function effectively as a Director
- 5 Determine that the candidate has a genuine interest in representing the stakeholders and the interests of Squash Wales Ltd overall
- 6 Nominations Committee to inform the membership of candidate endorsement ahead of election

APPENDIX

Ten Basic Responsibilities of Squash Wales Board Members

- **Determine the Organisation's Mission and Purpose**

A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

- **Select the Chair**

Boards must reach consensus on the chair's job description and undertake a careful search process to find the most qualified individual for the position.

- **Support the Chair and Review His or Her Performance**

The board should ensure that the Chair has the moral and professional support he or she needs to further the goals of the organization. The Chair, in partnership with the entire board, should decide upon a periodic evaluation of the Chair's performance.

- **Ensure Effective Organisational Planning**

As stewards of an organisation, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.

- **Ensure Adequate Resources**

One of the board's foremost responsibilities is to provide adequate resources for the organisation to fulfil its mission. The board should work in partnership with the Chair and development staff, if any, to raise funds from the community.

- **Manage Resources Effectively**

The board, in order to remain accountable to its donors, the public, and key stakeholders, must assist in developing the annual budget and ensuring that proper financial controls are in place.

- **Determine and Monitor the Organisation's Programmes and Services**

The board's role in this area is to determine which programmes are the most consistent with the organisation's mission, and to monitor their effectiveness.

- **Enhance the Organisation's Public Image**

An organisation's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organisation's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.

- **Serve as a Court of Appeal**

Except in the direst of circumstances, the board must serve as a court of appeal in personnel matters. Solid personnel policies, grievance procedures, and a clear delegation to the Chair of hiring and managing employees will reduce the risk of conflict.

- **Assess Its Own Performance**

By evaluating its performance in fulfilling its responsibilities, the board can recognise its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.