

**Constitution of the  
Singapore Squash Rackets Association**

**04 January 2024**

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1 **NAME**

- 1.1 The association shall be known as Singapore Squash Rackets Association hereinafter referred to as SSRA.

2 **DEFINITIONS**

- 2.1 In this Constitution words importing the singular include the plural and vice versa, and words importing any gender include the other genders.

- 2.2 In this Constitution unless the context requires otherwise:

2.2.1 “Advisor” means an advisor to SSRA appointed in accordance with Article 28.

2.2.2 “AGM” means the Annual General Meeting of SSRA Members required to be held by SSRA in each calendar year.

2.2.3 “Appointed Board Member” means an SSRA Board Member appointed under Article 20.

2.2.4 “Associate Individual Member” means an individual admitted as a Member of SSRA in accordance with Article 8.

2.2.5 “Authorised Delegate” means a person authorised by a Full Member to attend a General Meeting of SSRA and to speak and vote on its behalf at such meetings.

2.2.6 “Board” means the body established under Article 15 that governs SSRA.

2.2.7 “Board Member” means a member of the SSRA Board and includes Elected Board Members, Appointed Board Members, Full Member representatives and the AC Chairman.

2.2.8 “Board Members” means all or some of the Board Members of SSRA acting as a board.

2.2.9 “By-law” means a by-law made under Article 31.

2.2.10 “Constitution” means this constitution as amended from time to time, and a reference to an article is a reference to an article of this Constitution.

2.2.11 “Discipline” means a Squash sport programme defined by World Squash Federation, Asian Squash Federation or South-East Asian Squash Federation and accepted by SSRA as a program under its jurisdiction.

2.2.12 “EGM” means an Extraordinary General Meeting of SSRA Members called in accordance with Article 12.

- 2.2.13 “Elected Board Member” means an SSRA Board Member elected under Article 19.
- 2.2.14 “Family Members” means a person’s child, sibling, parent, spouse, spouse’s parent, spouse’s sibling, grandparent, or grandchildren.
- 2.2.15 “General Meeting” means a general meeting of SSRA Members and includes the AGM and EGM.
- 2.2.16 “GM” means a person appointed as General Manager or their equivalent by the Board according to the powers conferred on them by Article 29.
- 2.2.17 “Honorary Individual Member” means a person admitted as a Member of SSRA in accordance with Article 8.
- 2.2.18 “Key Office Bearer” means a person who holds the position of President, Vice Presidents, Secretary, Treasurer or any other key appointment in the Board.
- 2.2.19 “Life Individual Member” means a person admitted as a Member of SSRA in accordance with Article 8.
- 2.2.20 “Member” means a member of SSRA in accordance with Article 8.
- 2.2.21 “Objects” means the objects of SSRA set out in Article 7.
- 2.2.22 “Ordinary Individual Member” means a person admitted as a Member of SSRA in accordance with Article 8.
- 2.2.23 “Patron” means a patron of SSRA appointed in accordance with Article 28.
- 2.2.24 “Policy” means a policy made under Article 31.
- 2.2.25 “Special Resolution” means a resolution that must be passed by two-thirds (2/3) of the SSRA Members present at a General Meeting who are entitled to vote in accordance with this Constitution.
- 2.2.26 “Squash” means the sport of Squash, including all the disciplines.
- 2.2.27 “Squash Events” means competitions, championships, demonstrations, exhibitions and any other events relating to Squash.
- 2.2.28 “Sub-Committee” means a committee established under Article 26.
- 2.2.29 “Trustee” means a Trustee of SSRA appointed in accordance with Article 37.
- 2.2.30 “Voting Members” means all Members who are eligible to vote at a General Meeting.

3 **PLACE OF BUSINESS**

- 3.1 The place of business of SSRA shall be at “3 Stadium Drive, #01-33 Singapore Sports Hub, Singapore 397630” or such other place as may from time to time be decided by the Board, subject to the approval of the Registrar of Societies. SSRA shall carry out its activities only in places and premises which have the prior written approval from the relevant authorities, where necessary.

4 **AFFILIATION**

- 4.1 SSRA shall be affiliated to World Squash Federation, Asian Squash Federation, South East Asian Squash Federation, the Singapore National Olympic Council (hereinafter referred to as “SNOC”), and such other recognised bodies as the Board may deem necessary.

5 **AUTHORITY**

- 5.1 SSRA shall strive for government and public recognition as the national governing body and authority for the sport of squash in Singapore by virtue of SSRA’s affiliation to World Squash Federation, Asian Squash Federation, South East Asian Squash Federation and SNOC, and through endeavours that further the Objects of SSRA.

6 **INCLUSIVITY**

- 6.1 SSRA shall be inclusive and shall integrate into SSRA’s activities any adaptive form of squash for people with disabilities that has been approved by World Squash Federation, Asian Squash Federation, South East Asian Squash Federation, Singapore Disability Sports Council or the International Paralympics Committee.

7 **OBJECTS**

- 7.1 The objects of SSRA shall be as follows:
- 7.1.1 Promote, develop, and increase participation for the sport of squash in Singapore.
  - 7.1.2 Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and to inspire the Singapore Spirit through the sport of squash.
  - 7.1.3 To engage communities and provide Squash Outreach Programme access to vulnerable segments of the community such as youth at risk and the less privileged.
  - 7.1.4 Unify, co-ordinate, sanction and organise squash activities in Singapore, including national and international squash tournaments and events.

- 7.1.5 Raise the competitive standards of squash athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
- 7.1.6 Provide sport pathways and opportunities for the progression and advancement of squash athletes, coaches and technical officials in Singapore.
- 7.1.7 Raise the technical capability of squash coaches and technical officials in Singapore.
- 7.1.8 Do all things complementary or incidental to attain the aforesaid objects in Articles 7.1.1 to 7.1.7.

## **8 MEMBERSHIP**

- 8.1.1 SSRA's membership shall consist of Full Members, Associate Members, and Individual Members. The list of the approved and most current Full Members and Associate Members shall be posted on SSRA's official website.

### **Full Members**

- 8.2 Full Members shall be legal entities registered in Singapore with the Registry of Societies (ROS) or the Accounting and Corporate Regulatory Authority (ACRA), Institutions of Higher Learning (IHLs) and Government Ministries and Statutory Boards that are willing to observe the rules and regulations of SSRA.
- 8.3 Full Members shall be involved in the promotion, training and/or development of squash in Singapore.
- 8.4 Full Members shall have participated in the competitions, programs, courses and activities organised by SSRA with a total of at least twenty-five (25) registered participants within the last twenty-four (24) months.
- 8.5 Full Members shall have at least twenty-five (25) registered and paying members and who are not members of another Full Member.
- 8.6 At least half of the Board of the Full Member shall be Singapore citizens.
- 8.7 Full Members shall have voting rights at SSRA's General Meetings.
- 8.8 Full Members shall be approved by a Special Resolution at an AGM and may only exercise their voting rights at subsequent General Meetings.
- 8.9 Full Members may only be removed as a member of SSRA by a Special Resolution at an AGM unless for the reason stated in Article 10.3.

### **Associate Members**

- 8.10 Associate Members shall be organisations, clubs, institutions, schools, academies and squash teams that are willing to observe the rules and regulations of SSRA but are not eligible to become Full Members.
- 8.11 Associate Members shall have no voting rights at SSRA's General Meetings.
- 8.12 All applications to become an Associate Member shall be approved by the Board.

### **Individual Members**

- 8.13 An Individual Member shall be any person above twelve (12) years of age, who is willing to observe the rules and regulations of SSRA. Members who are below eighteen (18) years of age must have the written consent of their parent or guardian.
- 8.14 Individual Members fall into the following categories:
  - 8.14.1 Ordinary Individual Member (who shall be Singapore citizens or Singapore Permanent Residents (PR));
  - 8.14.2 Associate Individual Member (who are non-Singapore citizens and non-Singapore PRs);
  - 8.14.3 Life Individual Member (this category of membership has been closed since 2017, with no further addition of new Life Individual Members since); and
  - 8.14.4 Honorary Individual Member (these are memberships granted by the Board, and Honorary Individual Member shall be able to participate and assist in the discussion of issues at General Meetings).
- 8.15 Individual Members shall have no voting rights at SSRA's General Meetings.

## **9 APPLICATION FOR MEMBERSHIP**

- 9.1 All membership applications shall be submitted to the Secretary as prescribed by SSRA. Members whose applications are approved shall hold membership of the SSRA for the duration of the SSRA's financial year (i.e. 1 April to 31 March).
- 9.2 Application for membership may be rejected on grounds including but not limited to the following:
  - 9.2.1 The applicant does not satisfy all the relevant membership criteria set out in the relevant membership category in this Constitution;
  - 9.2.2 The applicant has been convicted of an offence involving moral turpitude, declared a bankrupt, wound up or dissolved.



- 9.2.3 Where accepting the applicant would in the Board's absolute discretion be deemed prejudicial to the interest of SSRA as a whole.
- 9.3 Membership fees are non-refundable and may only be refunded at the sole discretion of the Board. Refunds will be given if applications are unsuccessful.

## 10 **MEMBERSHIP FEES, SUSPENSION AND TERMINATION**

- 10.1 Membership fees for each of the categories shall be paid annually in full and may be determined by the Board from time to time.

Except for Life Individual Members, Membership fees and Membership renewal fees shall be paid annually by 30<sup>th</sup> April to exercise any voting rights as per Article 14. Accordingly, applicants whose Membership fees or Membership renewal fees are received after 30<sup>th</sup> April shall not be qualified to vote.

- 10.2 The Board may suspend the membership of Members who have membership renewal fee arrears of one (1) month or more. Suspended Members shall not be entitled to any of the rights and privileges of membership including voting rights at General Meetings.
- 10.3 The Board shall terminate the membership of Members who have membership renewal fee arrears of more than one (1) year. A Member whose membership has been terminated pursuant to Article 10.3 may only apply to be reinstated as a Member after a lapse of one (1) year.
- 10.4 The Board reserves the right to suspend or terminate a membership if it is in SSRA's interests. Suspended or terminated Members shall not be entitled to any of the rights and privileges of membership including voting rights at General Meetings. The list of suspended and terminated Members shall be posted on SSRA's official website along with the effective date of their suspension or termination.
- 10.5 The income and property of SSRA whensoever derived shall be applied towards the promotion of the objects of SSRA as set forth in this Constitution and no portion thereof shall be paid or transferred directly or indirectly by way of dividend or bonus or otherwise howsoever by way of profit to the persons who at any time are or have been Members of SSRA or to any of them or to any person claiming through any of them.

## 11 **ANNUAL GENERAL MEETINGS**

- 11.1 The supreme authority of SSRA is vested in a General Meeting of the Members. The Annual General Meeting (AGM) shall be held not later than 30 September each year.

- 11.2 If there are any legitimate and strong grounds for delay in holding the AGM by 30 September, the Members shall be notified of the reason by 30 August through email or on SSRA's official website. The AGM may not be postponed to a later date if at least one-third (1/3) of the Members eligible to vote raise any objections in writing to SSRA within seven (7) days from the date of this notification.
- 11.3 At least twenty-one (21) days' notice shall be provided to Members, through email and SSRA's official website, specifying the place, date and time of the AGM.
- 11.4 Members who are eligible to vote and who wish to table a resolution for the General Meeting's approval must notify the Secretary in writing at least fourteen (14) days before the date of the AGM.
- 11.5 The agenda for the AGM, the Board's annual report and the audited financial statements for the preceding financial year, shall be forwarded to the Members' email address (if available) at least seven (7) days before the date of the AGM.
- 11.6 The business to be transacted at the AGM shall be:
- 11.6.1 To approve the annual report and the previous financial year's audited financial statements.
  - 11.6.2 To approve any resolutions tabled by Voting Members in accordance with Article 11.4 or by the Board.
  - 11.6.3 Where applicable, to appoint auditors for the ensuing term.
  - 11.6.4 Where applicable, to approve or remove Members.
  - 11.6.5 Where applicable, to approve the list of nominations received and to hold the election for Board Members.
- 11.7 No business other than that stated in the notice and agenda for the AGM shall be transacted at the AGM.
- 11.8 General Meetings may be conducted, wholly or partly, by electronic means. Members must at least be allowed to contemporaneously observe the proceedings of such meetings by audio and video means (e.g. "live" webcast) and to cast their vote electronically where required. Details on the arrangements for meetings to be conducted by electronic means shall be provided to Members in the notice of the meeting.

## **12 EXTRAORDINARY GENERAL MEETINGS**

- 12.1 An Extraordinary General Meeting (EGM) may be convened at any time by order of the Board or on receipt of a written requisition by at least one-third (1/3) of the Members on SSRA's membership register who are eligible to vote. Such requisition shall state the business that is to be transacted at the requested EGM.
- 12.2 The Board shall convene the EGM within one (1) month of receiving the requisition. Voting Members who requisitioned the EGM may proceed to convene the EGM if one is not convened by the Board and shall provide the relevant notice and agenda for the meeting to the Members.
- 12.3 At least fourteen (14) days' notice shall be provided to Members, through email and SSRA's official website, specifying the place, date and time of the EGM along with the resolutions to be passed at the meeting.

## **13 ATTENDANCE AND QUORUM FOR GENERAL MEETINGS**

- 13.1 All Members of SSRA shall be eligible to attend General Meetings. Each Full Member is entitled to have one (1) Authorised Delegate to attend a General Meeting and to speak and vote on its behalf at such meetings. Each Associate Member is entitled to have one (1) authorised representative to attend a General Meeting.
- 13.2 The names of the Authorised Delegates of Full Members and the authorised representatives of Associate Members who will be attending the General Meeting shall be notified to the Secretary at least three (3) days before the date specified for the General Meeting.
- 13.3 The Board may also invite various other parties including SSRA's auditors, legal advisers and observers from SSRA's stakeholders for General Meetings. Such invitees shall not participate in the proceedings of the General Meetings and may only address the meeting if deemed necessary by the Chairman of the meeting or with the consent of the Authorised Delegates present at the meeting.
- 13.4 At least a quarter (1/4) of the total number of eligible Voting Members or thirty (30) Voting Members, whichever is the lesser, present at a General Meeting shall form a quorum.
- 13.5 In the event of there being no quorum at the commencement of a General Meeting, the meeting shall be adjourned for half an hour and should the number then present be insufficient to form a quorum, those present shall be considered a quorum, but they shall have no power to amend or make additions to the existing Constitution.

## **14 VOTING AT GENERAL MEETINGS**

- 14.1 Only Authorised Delegates who are at least twenty-one (21) years of age shall be eligible to vote at General Meetings and for the election of Board Members.

- 14.2 Each Authorised Delegate shall have one (1) vote each at General Meetings. Board Members shall have no voting rights at General Meetings unless he is an Authorised Delegate.
- 14.3 All Individual Members and Associate Members shall only be able to attend General Meetings but shall have no voting rights. Honorary Individual Members (membership granted by the Board) shall not have any voting rights at any General Meeting but shall be able to participate and assist in the discussion of issues at General Meetings.
- 14.4 Voting by proxy is not allowed at all General Meetings.
- 14.5 All resolutions, with the exception of Special Resolutions, shall be approved by a simple majority (i.e. more than half) of the votes cast. All Special Resolutions shall be approved by at least two-thirds (2/3) of the votes cast.
- 14.6 Electronic voting shall be allowed for General Meetings conducted by electronic means. Electronic voting can be by a physical or digital show of hands or by an online poll.

## 15 **BOARD ELECTION AND COMPOSITION**

- 15.1 SSRA shall be governed by a Board elected at Annual General Meetings. The Board shall have all the powers necessary to manage the affairs of SSRA other than those matters reserved for the Annual General Meeting's approval. The Board positions to be filled by election are:
- (1) President;
  - (2) Two (2) Vice Presidents;
  - (3) Secretary and Assistant Secretary;
  - (4) Treasurer and Assistant Treasurer; and
  - (5) two (2) to four (4) Members (one of whom shall be a lady).
- 15.2 The Board shall have a maximum of eleven (11) Elected Board Members, two (2) representatives from amongst the Full Members, an Athletes Commission Chairman and between three (3) to five (5) Appointed Board Members. More than half of the Board shall comprise Singapore citizens. The two (2) representatives from amongst the Full Members shall be invited annually by the Board to serve on the Board. The choice of the Full Member representatives would be at the sole discretion of the Board.

## 16 **NOMINATION AND ELECTION**

- 16.1 All nominations for the Board election must reach the SSRA office at least seven (7) days before the AGM, and any nominations received thereafter shall be invalid.

- 16.2 All nominations shall be submitted in writing via prescribed forms and along with the required supporting documents as may be determined by the Board.
- 16.3 All nominations must be proposed by a Voting Member and seconded by another Voting Member.
- 16.4 Nomination forms shall include a declaration by the nominee of any personal or business interest that may be of concern to SSRA or its Members.
- 16.5 Nominated candidates must fulfil all the eligibility conditions in Articles 18 (Board Members) and 19 (Elected Board Members) respectively.
- 16.6 The voting eligibility of Authorised Delegates and the nominated candidates for the Board election shall be verified and confirmed by a panel comprising two (2) or more scrutineers from the Members present at the AGM who are not contesting the election and/or the representatives from SSRA's auditors and/or legal advisers who are present at the AGM.
- 16.7 The list of eligible nominees shall be published in SSRA's official website and emailed to all Members at least five (5) days before the AGM where the election is to be held.
- 16.8 The election shall be conducted or supervised by one of the individuals referred to in Article 16.6.
- 16.9 Election will be by secret ballot and the result shall be based on a simple majority of the votes cast.
- 16.10 Any tie in votes that affects the outcome of the election shall be resolved through a subsequent round(s) of voting. If the tie involves more than two (2) candidates, the candidate with the lowest number of votes shall be eliminated after each round.
- 16.11 If a tie persists after two (2) successive rounds of voting involving the same candidates, the Chairman who is presiding over the election shall decide to either exercise a casting vote, where the Chairman had been so empowered by the Voting Members, or draw lots to resolve the tie.
- 16.12 The counting of the votes shall be overseen and verified by two (2) or more scrutineers from the Members present at the AGM who are not contesting the election and/or the representatives from SSRA's auditors and/or legal advisers who are present at the AGM.

17 **KEY OFFICE BEARERS**

- 17.1 The President, Vice President and Secretary shall be Singapore citizens.
- 17.2 The Treasurer should preferably have a recognized accounting qualification and/or appropriate practical experience.

17.3 The President should have served and made positive contributions to the sport of squash and/or SSRA as an ex-athlete, official or elected Board Member, or should be a prominent individual of good standing within the sport and/or community.

## 18 **BOARD MEMBERS**

18.1 Board Members shall at least be twenty-one (21) years of age and shall be Singapore citizens or Permanent Residents.

18.2 Board Members shall not be individuals who are disqualified from serving on the board of charities or companies pursuant to the Charities Act 1994 and Companies Act 1967 or have past convictions for offences for which criminal records cannot be spent pursuant to the Registration of Criminals Act 1949 (Third Schedule).

18.3 Board Members shall not be serving a suspension or ban from World Squash Federation, Asian Squash Federation, South-East Asian Squash Federation or other regulatory authority.

18.4 Board Members shall be persons of good character with the relevant experience and credentials.

18.5 Board Members shall neither be a paid employee of SSRA nor have a Family Member who is a paid employee of SSRA.

18.6 No more than three (3) of the Board Members shall be Family Members, and such relationships must be declared upfront in the nomination and before the Board election.

18.7 Any change of Board Members shall be notified to the Registrar of Societies and the Commissioner of Charities within two (2) weeks of the change.

## 19 **ELECTED BOARD MEMBERS**

19.1 An Elected Board Member shall be an Authorised Delegate of a Full Member or an Ordinary Individual Member or Life Individual Member of SSRA who is duly elected by the Voting Members at an AGM.

19.2 Elected Board Members shall act in the best interest of SSRA and not do anything to bring the SSRA into disrepute.

19.3 The Board may at any time appoint a suitable person to fill a position vacated by an Elected Board Member for the remaining term of office for the vacated position.

19.4 Where more than half of the Elected Board Member positions become vacant, the Board shall convene a General Meeting (EGM or AGM), within two (2) months from the positions becoming vacant, in order to elect the replacements for the remaining period of office.

20 **APPOINTED BOARD MEMBERS**

- 20.1 The Elected Board Members will appoint between three (3) to five (5) other Board members to ensure an appropriate balance and diversity of skills, experience, ethnicity and gender within the Board.
- 20.2 Appointed Board Members shall preferably be from the legal, accounting or medical profession or shall be experts in other relevant fields including marketing, event management or coach education.
- 20.3 The majority of the Appointed Board Members shall be independent members who are not registered members of a Full Member or Associate Member and who do not have any vested interest in the affairs or business of SSRA.
- 20.4 The Board may at any time appoint a suitable person to fill a position vacated by an Appointed Board Member for the remaining term of office for the vacated position.
- 20.5 The Board shall have the power to remove an Appointed Board Member before the expiration of his term of office and may appoint another person in his stead for the remaining term of his office.

21 **BOARD TENURE**

- 21.1 The term of office of Elected Board Members shall be four (4) years.
- 21.2 The term of office of Appointed Board Members shall be up to two (2) years.
- 21.3 Starting from the first AGM which is held after this Constitution comes into effect, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for re-election or re-appointment to the Board after a lapse of at least two (2) years.
- 21.4 A Board Member may only hold the appointment of Treasurer for a maximum of four (4) consecutive years and may only be considered for re-appointment as a Treasurer after a lapse of at least two (2) years.

22 **BOARD ROLES AND POWERS**

- 22.1 The role and powers of the Board shall be as follows:
- 22.1.1 Provide stewardship and trusteeship on behalf of Members and be responsible for ensuring that SSRA remains viable and effective in the present and for the future.
- 22.1.2 Provide strategic leadership, set objectives, and ensure that the necessary plans, policies, programs and resources are in place for SSRA to meet its objectives.

- 22.1.3 Ensure all legal and statutory obligations are met and all constitutional and governance requirements are complied with.
- 22.1.4 Establish a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of SSRA's assets and the public funds it receives.
- 22.1.5 Set SSRA's values and standards and ensure that obligations to Members and other stakeholders are understood and met, and address all disciplinary issues that arise.
- 22.1.6 Be responsible for the appointment of the GM and other senior management employees of SSRA and provide them with clear documented roles, responsibilities and accountabilities.
- 22.1.7 Review management and Board performance periodically.
- 22.1.8 Manage conflict of interest and take appropriate measures to ensure that SSRA is protected against any personal or business interests of Board Members and employees of SSRA.
- 22.1.9 Identify and sufficiently engage the key stakeholder groups of SSRA and seek their views and feedback on SSRA's strategies and policies.
- 22.1.10 Consider financial sustainability, social issues and environmental factors as part of its strategy and policy formulation.
- 22.1.11 Raise funds for SSRA and approve any expenditure from the funds and/or reserves of SSRA for SSRA's activities, subject to Article 22.1.12.
- 22.1.12 Decisions that involve the following should be approved at a General Meeting by a Special Resolution:
  - (a) acquisition and disposal of immovable properties/assets; and
  - (b) expenditures above Singapore Dollars Two Hundred and Fifty Thousand (\$0.25M), excluding the utilization of grants, donations and sponsorships meant for specified purposes.

23 **DUTIES OF KEY OFFICE BEARERS**

- 23.1 The President shall chair all General Meetings and Board meetings. The President shall also represent SSRA in all matters with outside persons.
- 23.2 The Vice Presidents shall assist the President and deputise for him in his absence.



- 23.3 The Secretary shall ensure that all records of SSRA, except financial, are kept safely and shall be responsible for their correctness. He shall ensure that the minutes of all General Meetings and Board meetings are recorded correctly. He shall also ensure that an up-to-date Register of Members is maintained at all times.
- 23.4 The Treasurer shall:
- 23.4.1 Be responsible for the funds of SSRA.
  - 23.4.2 Keep an account of all monetary transactions and shall be responsible for their correctness.
  - 23.4.3 Report on the financial status of SSRA at Board meetings and present audited financial reports at AGMs.
  - 23.4.4 Not hold office in the Audit Sub-Committee.
- 23.5 The Assistant Treasurer shall assist the Treasurer and shall deputise for the Treasurer in his absence, and shall not hold office in the Audit Sub-Committee.
- 23.6 All cheques, electronic or online payments for withdrawals from the bank shall be co-signed by the Treasurer or Assistant Treasurer, and either the President or one of the Vice Presidents.
- 23.7 All other Board Members shall assist in the management of SSRA and perform duties assigned by the Board from time to time.

## 24 **BOARD MEETINGS**

- 24.1 A Board meeting shall be held at least once every two (2) months after giving at least seven (7) days' notice to Board Members.
- 24.2 Any Board meeting may be conducted, wholly or partially, by means of telephone conference, video conference or other methods of simultaneous communication whereby all persons participating in the meeting are able to hear and be heard by all other participants without the need for physical presence. The minutes of such a meeting signed by the Chairman of the Board meeting shall be conclusive evidence of any resolution of any meeting so conducted.
- 24.3 A Board Member who is absent for three (3) consecutive Board meetings without any reasonable excuse accepted by the Board shall be deemed to have withdrawn from the Board.
- 24.4 At least half of the Board Members must be present to form a quorum and for the meeting proceedings to be valid. This will include Board Members who participate in the meeting via telephone or video conferencing.

- 24.5 Voting at Board meetings shall be by show of hands unless the meeting decides otherwise by a majority vote for a secret ballot. All Elected Board Members, Appointed Board Members who qualify as independent members and the AC Chairman shall have one (1) vote each at Board meetings.
- 24.6 Board Members who are not present at a meeting may write in prior to the meeting or call in during the meeting to vote on resolutions or required decisions circulated prior to the meeting.
- 24.7 The Chairman of the Board meeting shall have a casting vote (i.e. second vote) in the event of a tie in the votes.

25 **CIRCULAR RESOLUTIONS**

- 25.1 The Board may by a circular resolution decide on any matters of SSRA as stated within its powers under this Constitution. Such circular resolutions shall be as effective as a resolution passed at a Board meeting duly convened and held.
- 25.2 The Secretary or President shall circulate such resolutions for the Board Members' approval upon the request of any Board Member who shall have a seconder for the same.
- 25.3 The circulation of such resolution(s) shall be relayed to Board Members by any acceptable means of communication adopted by the Board, including via email.
- 25.4 A circular resolution shall be carried upon acceptance by a simple majority of members from the Board and shall be tabled and ratified at the following Board meeting.

26 **SUB-COMMITTEES**

- 26.1 The Board may appoint Sub-Committees comprised of SSRA Members and/or independent experts to assist the Board in the management and administration of SSRA.
- 26.2 The Board may delegate to such Sub-Committees such powers as it deems necessary.
- 26.3 The Board shall minimally appoint the following Sub-Committees with the appropriate terms of reference:
  - 26.3.1 Audit Sub-Committee
  - 26.3.2 Selections Sub-Committee
  - 26.3.3 Appeals Sub-Committee
  - 26.3.4 Disciplinary Sub-Committee

Each shall be referred to as a "Sub-Committee" and collectively, as the "Sub-Committees".

27 **ATHLETES COMMISSION**

- 27.1 SSRA shall establish an Athletes Commission (AC) with the view to providing a process to promote open communication with the athletes.
- 27.2 The AC shall comprise of no more than 5 elected members, who are either past or present national squash athletes, including the Chairman who must be a former national squash athlete.
- 27.3 The Chairman and members of the AC shall be elected by national athletes who have represented Singapore in international squash competitions within the past twenty-four (24) months.
- 27.4 The term of office of the AC members and their term limits, if any, shall follow that of the Board.
- 27.5 The Chairman of the AC shall be appointed as a Board Member with voting rights in the Board and shall represent the AC in the Board until the expiry of his term as Chairman of the AC.

28 **ADVISORS AND PATRONS**

- 28.1 The Board may appoint Advisors and/or Patrons who may or may not be a Member of SSRA to advise the Board in such matters as and when the Board deems necessary.
- 28.2 The Advisors and Patrons so appointed shall have no voting rights in the Board.
- 28.3 Patrons may be invited by the President and/or the Board to chair a General Meeting of SSRA in which case the Patron shall have no voting rights.

29 **GENERAL MANAGER**

- 29.1 The Board may appoint a General Manager (GM) or an equivalent to lead the SSRA management and secretariat staff.
- 29.2 The GM shall hold office on the terms and conditions (including as to remuneration) and with the powers, duties and authorities, determined by the Board.
- 29.3 The exercise of the GM's powers and authorities, and the performance of the GM's duties, shall always be subject to the control of the Board.
- 29.4 The role of the GM will be to implement the strategies, plans and policies approved by the Board and to be responsible for the management and direction of SSRA and its finances.
- 29.5 The GM shall attend all SSRA meetings including General Meetings and Board meetings, subject to a determination otherwise by the Board. The GM shall not have a vote at these meetings but may speak on any matters where required.

29.6 Subject to the terms and conditions of the appointment, the Board may suspend or remove the GM from that office.

30 **AUDIT AND FINANCIAL YEAR**

30.1 A firm of Public Accountants and Chartered Accountants shall be appointed as auditors at each AGM for the next financial year and shall be eligible for reappointment.

30.2 The auditor shall be changed at least once every five (5) years, whether to another auditor from the same auditing firm or company or to another auditor from a different auditing firm or company

30.3 The auditors may be required by the President to audit SSRA's accounts for any period within their tenure of office at any date and make a report to the Board.

30.4 The auditors will be required to audit each financial year's accounts and present a report on them to the AGM.

30.5 SSRA's financial year shall be from 1st April of each year to 31st March the following year.

31 **POLICIES AND BY-LAWS**

31.1 The Board shall have the power to approve, create, alter or revoke by-laws, policies, regulations, procedures and practices in relation to the management and administration of SSRA as it deems fit.

31.2 Such by-laws, policies, regulations, procedures and practices from time to time in force shall not be inconsistent with the provisions of this Constitution.

31.3 If there is inconsistency, the provisions of the Constitution shall prevail, and that by-law, policy, regulation, procedure or practice shall to the extent of the inconsistency be void.

31.4 When in force, such by-laws, policies, regulations, procedures and practices shall be binding on all Members and has the same effect as a provision in this Constitution.

32 **CONFLICT OF INTEREST**

32.1 Board Members shall act in the best interests of SSRA, and the Board shall set clear policies, procedures and take appropriate measures to declare, prevent and address any conflict of interest that may arise.

32.2 Whenever a member of the Board is in any way directly or indirectly interested in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his interest before the discussion on the matter begins. The Board Member concerned shall then offer to withdraw and leave the meeting and not participate in the discussion or vote on the matter. The Board shall decide if this should be accepted.

33 **ANTI-DOPING**

33.1 SSRA shall recognise the right of all its athletes to participate in clean sport and is committed to ensuring the sport is doping-free and is free of any manipulation of competitions.

33.2 All Members, athletes, participants, staff and other individuals, who are subject to the jurisdiction of SSRA are bound by and agree to abide by all World Anti-Doping Code-compliant anti-doping rules applicable to the sport and to comply with the Olympic Movement Code on the Prevention of Manipulation of Competitions.

34 **SAFE SPORT**

34.1 SSRA shall be committed to ensuring the safety and wellbeing of squash athletes and practitioners in Singapore and shall take all necessary measures to protect them from all forms of harassment and abuse.

34.2 All Members, athletes, participants, staff and other individuals who are subject to the jurisdiction of SSRA are bound by and agree to abide by the Safe Sport Unified Code and to comply with the applicable rules under the Safe Sport Programme.

35 **DISPUTE RESOLUTION**

35.1 Any dispute arising amongst Members or between any Member and SSRA shall be resolved in accordance with the Framework for Alternative Dispute Resolution for Sports (ADR Sports) or other dispute resolution framework jointly administered for the time being by Sport Singapore, the Singapore Mediation Centre and the Singapore Institute of Arbitrators.

36 **PRESS RELEASE**

36.1 Only the President or his/her delegate shall be entitled to give press releases relating to matters concerning SSRA.

37 **TRUSTEES**

37.1 If SSRA at any time acquires any immovable property, such property shall be vested in trustees subject to a declaration of trust.

37.2 The trustees of SSRA shall:

37.2.1 Not be more than four (4) and not less than two (2) in number.

37.2.2 Be elected by a General Meeting of Members.

37.2.3 Not effect any sale or mortgage of property without the prior approval of the General Meeting of Members.

- 37.3 The office of the trustee shall be vacated:
- 37.3.1 If the trustee dies or becomes of unsound mind.
  - 37.3.2 If he is absent from the Republic of Singapore for a period of more than one (1) year.
  - 37.3.3 If he is guilty of misconduct of such a kind as to render it undesirable that he continues as a trustee.
  - 37.3.4 If he submits notice of resignation from his trusteeship.
- 37.4 Notice of any proposal to remove a trustee from his trusteeship or to appoint a new trustee to fill a vacancy must be given by posting it on SSRA's website at least two (2) weeks before the General Meeting at which the proposal is to be discussed. The result of such General Meeting shall then be notified to the Commissioner of Charities.
- 37.5 The address of each immovable property, name of each trustee and any subsequent change must be notified to the Commissioner of Charities.

38 **VISITORS AND GUESTS**

- 38.1 Visitors and guests may be admitted into the premises of SSRA but they shall not be admitted into the privileges of SSRA. All visitors and guests shall abide by SSRA's rules and regulations.

39 **PROHIBITIONS**

- 39.1 The funds of SSRA shall not be used to pay the fines of Members who have been convicted in a court of law.
- 39.2 SSRA shall not engage in any trade union activity as defined in any written law relating to trade unions for the time being in force in Singapore.
- 39.3 SSRA shall not indulge in any political activity or allow its funds and/or premises to be used for political purposes.
- 39.4 SSRA shall not raise funds from the public for whatever purposes without the prior approval in writing of the Assistant Director Operations, Licensing Division, Singapore Police Force and other relevant authorities, where necessary.

40 **CESSATION OF CHARITY STATUS**

40.1 In the event that SSRA ceases to be a registered charity under the Charities Act 1994, all debts, liabilities legally incurred on behalf of SSRA shall be fully discharged, and the remaining funds will be donated to charitable organisation(s) or Institution(s) of a Public Character, when SSRA is an Institution of a Public Character, as the case may be, with similar objectives in Singapore which is (are) registered under the Charities Act 1994 as the Members of SSRA may determine at the General Meeting.

41 **DISSOLUTION**

41.1 SSRA shall not be dissolved except with the consent of not less than three-fifths (3/5) of those entitled for the time being to vote at General Meetings.

41.2 In the event of SSRA being dissolved as provided above, all debts and liabilities legally incurred on behalf of SSRA shall be fully discharged, and the remaining funds will be donated to charitable organisation(s), or Institution(s) of a Public Character, when SSRA is an Institution of a Public Character, as the case may be, with similar objectives in Singapore which is(are) registered under the Charities Act 1994, as the Members of SSRA may determine at the General Meeting.

41.3 A Certificate of Dissolution shall be given within seven (7) days of the dissolution to the Registrar of Societies and Commissioner of Charities.

42 **AMENDMENTS TO CONSTITUTION**

42.1 No alterations, amendments or additions/deletions to this Constitution shall be made except at a General Meeting and by a Special Resolution.

42.2 Such alterations, amendments or additions/deletions shall only take effect after the approval from the Registrar of Societies and the Commissioner of Charities has been received.

42.3 Any proposal to amend the Constitution shall be notified in writing to SSRA at least fourteen (14) days before the General Meeting together with a copy of the proposed amendments.

43 **MATTERS NOT PROVIDED FOR**

43.1 In all matters not provided for in this Constitution or in case of any doubt over the interpretation of the Articles in this Constitution, the decision of the Board shall be final unless it is reversed at a General Meeting of Members.