

# STANDING COMMITTEE CHARTER

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*(Approved by the Board on 16 December 2020)*

## 1. Introduction

SLSNSW is both a membership-based organisation built on a history of volunteerism encompassing a multitude of diverse and complex activities, as well as an evolving entity responding to operational, economic and public factors. It is governed by the SLSNSW Board, with important input from the SLSNSW State Council and various Board Committees. Through direction and oversight from the Board, SLSNSW is managed by the CEO. Different focuses and scopes of responsibilities are required from each of the groups within SLSNSW to ensure a dynamic, contemporary and success driven organisation.

This charter sets out the objectives, responsibilities and governance framework for the operation of the Standing Committees and their relationship with other stakeholders.

## 2. Role of the Standing Committee

The fundamental role of the Standing Committees is to provide subject matter advice & expertise to the Board & Management of SLSNSW as related to their respective portfolio areas.

Under the leadership of the Committee Chair, the role of the respective Standing Committee is to:

- a. work within the scope of the respective Committee as outlined in the respective committee annexure
- b. provide recommendations to the Board with respect to changes to the SLSNSW Regulations and Policies
- c. provide recommendations to the Board with respect to any proposed or suggested changes to SLSA or SLSNSW Regulations, policy or any matter that is referred to them
- d. provide management with feedback on operational issues affecting members or service delivery to the membership with respect to its portfolio area
- e. develop strategic thinking around the application of the organisation's strategic plan against its portfolio area
- f. monitor contemporary trends and best practice in its portfolio area including external influences and key performance metrics of the portfolio area
- g. through collaboration & consultation with branches and clubs, review relevant policies and best practice related its portfolio area to ensure they are appropriate and that these can be applied effectively & equitably to those participants or persons for whom they are intended and ensure adherence to relevant legislation
- h. provide advice on the appointment of Working Groups and Panels to provide high quality and informed technical input into the various operational areas related to the portfolio area
- i. Identify, discuss, and develop solutions to any challenges or concerns arising from the volunteers related to the portfolio area.



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- j. interact with key stakeholders and members as required
- k. evaluate its effectiveness as a committee

### 3. Operating Style

The Standing Committees will operate with an emphasis on:

- a. strategy and policy which will be advantageous to SLSNSW in its portfolio area;
- b. anticipating and planning for change;
- c. objectivity;
- d. accountability and transparency;
- e. use of evidence and research to guide decision making & recommendations
- f. strategic leadership;
- g. clear distinction of its role and the role of Management;
- h. constructive, robust and collaborative debate;
- i. collective decision making rather than individual. Recommendations to the Board shall be via consensus, unless there is a conflicting view in which case both positions will be taken to the Board;
- j. focus on the future direction of its portfolio area within SLSNSW; and
- k. being proactive rather than reactive.

### 4. Powers, Delegations and Limitations

- a. The Committee has the full powers to carry out its role and responsibilities set out in this Charter.
- b. The committee does not have any delegated authority to approve any expenditure or incur debit on behalf of SLSNSW or enter into any transactions or agreements with third parties

### 5. Role of the Committee Chair

The nominated Committee Chair shall chair all meetings of the Committee. If the nominated Committee Chair cannot chair a meeting, a Chair will be selected from the Committee.

The role of the Chair is summarised below:

- a. Ensure that discussion at meetings is on issues that, clearly belong to the Committee to decide, and do not impinge on the role of other Committees, Management or operational areas.
- b. Decide the order in which the business of the meeting will be taken;
- c. not change Board decisions or decisions of other Committees.
- d. provide leadership in the conduct of the Committee's responsibilities, including setting the agenda and ensuring the meetings take place with adequate frequency



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- e. identify the issues of significance to the Committee, provide the right environment for consideration of those issues and ensure that all Committee Members have the opportunity to put their views and have them considered
- f. Ensure Meetings are carefully structured and must deal with routine matters quickly and efficiently, allowing time for attention to key areas of responsibility such as accountability, strategic thinking, monitoring and policy issues

### 6. Role of the Individual Committee Member

Individual Committee Members are to:

- a. be committed to ethical, business like and lawful conduct including proper use of authority and appropriate decorum when acting as a committee member
- b. act with honesty, good faith and in the best interests of SLSNSW;
- c. not improperly use their position or misuse SLSNSW information;
- d. avoid and declare any conflict of interest;
- e. act with care and diligence, respect, integrity and demonstrate ethical leadership
- f. not attempt to exercise individual authority or make decisions outside of their designated scope of authority;
- g. devote the necessary time to the performance of their duties including the review of Committee papers prior to Committee meetings
- h. not publicly voice any negative comments or individual opinions relating to SLSNSW Directors, the CEO, staff, fellow committee members or any Company matter or issue;
- i. only speak to the media as requested by the CEO or the President;
- j. adhere to and support the Committee Chair in an effort to for the Committee to function effectively and should act with solidarity around Committee decisions and agreed actions; and
- k. respect the confidentiality of sensitive issues or business items under negotiation or discussion.

### 7. Committee Member Induction and Training

All new Committee members will be briefed by the Committee Chair and the Portfolio Manager upon appointment, including access to the last two sets of Committee papers and minutes and other relevant documents on request.



### 8. The Committee Chairperson and Management

The Chairperson represents a most critical link to the Board with respect to the matters considered by the respective Committee. This link is enhanced through their relationship with the Portfolio Manager. The Chairperson must be able to strike the right balance in supporting and trusting the Portfolio Manager while retaining an objective view of the management of that portfolio area. Where the Chairperson has concerns or has identified performance issues that should be raised directly through the CEO.

### 9. Reporting

The Committee shall report to the Board and are accountable for the performance of their duties as committee members.

### 10. Meetings

Unless otherwise stated in the annexure for the specific Committee, it will meet a minimum of 4 times per year or as regularly as is prudent and necessary to effectively offer advice and recommendations to the Board and management with respect to specific portfolio matters

- a. The Chair through the portfolio manager will prepare an agenda and supporting documentation for each meeting. Agendas and papers will be circulated seven (7) days in advance of the meeting to ensure sufficient time for Committee Members to read and consider before the meeting.
- b. The portfolio manager will endeavour to circulate Meeting minutes 10 days after the meeting
- c. The Committee should develop a calendar/work plan based around SLSNSW's Strategic Plan and the portfolio's key annual activities.
- d. Meetings may be held in person or via teleconference/video conference to ensure budgetary efficiencies are maintained wherever appropriate
- e. A quorum shall be 2/3 (rounded up) of the named members of the committee
- f. Respective management and relevant staff may attend all meetings as required and approved by the Chair. The President & CEO may attend any meeting of any committee.

### 11. Remuneration of Committee Members

No Committee member of SLSNSW shall receive remuneration for work carried out as a Committee member of SLSNSW. Committee Members of SLSNSW are entitled to receive reimbursements and/or reasonable expenses for work carried out as a Committee Member in accordance with the Constitution.



### **12. Evaluation of The Committee**

The Board considers the ongoing development and improvement of each Committee's performance as a critical input to effective governance. As a result, the Board requires an annual evaluation of the Committee and its Committee member performance.

In undertaking the annual review, the Board aims to reach a balanced view of the Committee performance, identifying the positive aspects of the committee's operation and areas for improvement (eg team dynamics, effectiveness, progress towards strategic objectives and adequacy of administration around the Committee.) The outcome of the evaluation process should be used as the basis to identify any gap in the skills mix of the Committee and performance issues.

### **13. Review of Charter**

This Charter will be reviewed annually or more frequently by the Board as required.



### ANNEXURE FIVE SURF SPORTS COMMITTEE

#### 1. Introduction

This annexure describes arrangements specific to the Surf Sports Committee (SSC) and should be read in conjunction with the Standing Committee Charter above.

The purpose of the SSC committee is to provide strategic leadership for Surf Sports activities to support effective decision making at all levels of SLSNSW. The committee is responsible for supporting and informing the overall strategic development, growth and management of SLSNSW Surf Sports activities as they relate to SLSNSW's strategic priorities.

The functions of the SSC do not relieve the Board of any of their responsibilities under law.

#### 2. Composition

The SSC comprises up to seventeen (17) members:

- a. One (1) SLSNSW Director
- b. each respective Branch Director of Surf Sports (11)
- c. up to five (5) independent members who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council
- d. The Surf Sports Manager as an ex-officio member
- e. The President & CEO may attend any meeting of the committee

The independent members should be independent of management, free of any relationship which might impair the exercise of their independent judgment and possess skills and experience in surf sports which will allow them to be effective in their role.

The Chair shall be appointed by the Board and will be a SLSNSW Director

The following specific skills are required of all independent SSC nominees:

- Professional or substantive volunteer experience in Surf Sports and/or the sports sector
- Have specific expertise in at least one specialty area of Surf Sports (eg coaching, officiating, competition, administration, discipline specific [craft & swim, surf boats, IRB racing, pool rescue, "lifesaving competition"])
- Have an understanding of the industry in which the Company operates.

Diversity amongst SSC members will be considered by the Board of SLSNSW in making appointments.

#### 3. Tenure

The Branch Directors of Surf Sports (BDOSS) shall remain on the SSC whilst ever they are the appointed BDOSS for their respective Branch.

The Board of SLSNSW shall make all appointments and replacements of Independent SSC members.



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Independent members will be appointed for a three (3) year term to a maximum of six (6) consecutive years. If more than one independent member is appointed at the commencement of this Charter, at least one will only be appointed for an initial two (2) year term.

Members may be removed by the SLSNSW Board at any time or may resign by written notice to the Board of SLS NSW

#### 4. Board Delegated Powers and Limitations

The SSC does not have an operational standing within SLSNSW with respect to its management of Championships and other events, notwithstanding members of the SSC maybe seconded onto Championships Committees or similar within SLSNSW, or fulfil roles such as Championships Referee, SEMC or similar.

#### 5. Meetings

The SSC is to meet at least quarterly each year.

#### 6. Specific Duties

The specific duties of this committee are to:

- a. Consider the pathways which are in place for members of all ages and abilities to pursue their interests in surf sports and result in increased numbers of members engaging in competition
- b. Ensure elite development pathways are developed and underpinned by evidence-based approaches to athlete development
- c. Ensure the competition program offered at both state and branch level is contemporary, aligned and meets the needs of various cohorts within the surf sports participants of the membership
- d. Consider event types and formats which present to the membership as engaging and worthwhile to participate in
- e. Through continuous improvement make recommendations for best practice approaches to delivery of surf sports events
- f. Liaise and collaborate with the Lifesaving portfolio to ensure the safety of members whilst training & competing is underpinned by sound approaches to safety and risk management
- g. Consider structures and programs which will enhance coaching and officiating pathways for members who wish to support surf sports in this way
- h. Liaise the other portfolio areas to ensure Surf Sports polices align with contemporary approaches to member recruitment & retention across the organisation