

# Preferred Directors Skills and Experience

After the completion of the Netball NSW Board Expertise and Personal Attributes Self-Assessment, the Netball NSW Nominations Committee have reviewed the skills of the existing Board, paying particular attention to the skills of the Directors coming to the end of their term.

This review has highlighted the following areas of expertise as those of greatest priority for 2021 Elected Directors of Netball NSW. Pursuant to its Terms of Reference this is provided by the Nominations Committee to ensure an appropriate skills balance and succession planning to provide guidance for potential Board nominees and our voting membership, but is not intended to be exhaustive.

## Community Netball Knowledge and Experience

- 1) Deep understanding of and experience in community netball preferably with prior Executive or a senior position at Club and/or Association level including:
  - a. Knowledge and understanding of Netball NSW pathways (for players, coaches, umpires and officials), competitions, facilities management and delivery of community netball; **and**
  - b. Proven ability to personally influence and succeed with change management and/or succession planning within an Association environment.

## Finance, Executive Management and Business Acumen

- 1) Experience at an Executive and/or Board level of a similar or larger sized organisation including the proven ability to:
  - a. think strategically and identify and critically assess strategic opportunities and threats for Netball NSW; **and**
  - b. appoint and evaluate the performance of the CEO and senior managers and a broad range of commercial/business expertise including business systems, practices and improvements; **or**
- 2) Degree qualified in accounting, economics, finance or similar qualification with significant experience in a professional or corporate role. Ability to analyse key financial statements; critically assess financial viability and performance; contribute to strategic financial planning; oversee budgets and the efficient use of resources; and oversee funding arrangements and accountability.

## Governance

- 1) Proven experience in best practice corporate governance including the fiduciary and legislative frameworks that underpin Netball NSW particularly in the not-for-profit sporting context;
- 2) Experience in implementing and performance of governance, compliance and risk frameworks of a similar or larger sized organisation noting the ability to distinguish governance from Management and engagement with stakeholders as a governance representative; **and**
- 3) Legal background supported by governance or risk management qualifications from the Governance Institute of Australia or equivalent (preferred).

## Corporate Partnerships

- 1) Proven experience in managing large strategic partnerships, working with people of influence and ensuring timely delivery of milestones and retention to support Management in maximising revenue opportunities via idea and lead generation;

- 2) Ability to maintain, enhance and leverage relationships with key commercial partners and other stakeholders for Netball NSW, the NSW Swifts, GIANTS Netball and our wider Community netball Associations/Clubs for mutual benefit and to maximise the long-term growth and sustainability of the sport at all levels including sponsorship, membership, match day sales, merchandise, venues, competitions and events;
- 3) Established and/or a proven ability to develop and enhance highly effective networks and relationships with key commercial partners for all levels ensuring alignment with Netball NSW's values, strategy and brand;
- 4) Knowledge in the development of revenue projections to ensure the financial ambition of Netball NSW's corporate partnerships program as it aligns to Netball NSW's Strategic Plan, needs and priorities; and
- 5) Ability to prepare and present information in a clear, logical and compelling way.

## People and Culture

The ability to oversee strategic human resource management planning and employee relations at the Board level, including safety and wellbeing; workforce and succession planning; organisational change; performance appraisal processes; CEO and Executive compensation/broad-based incentive planning and staff/stakeholder cultural engagement. Ability to serve as a coach and mentor within the board and Netball NSW as needed.

This may include but not limited to relevant qualifications and/or experience as a senior HR professional, CEO or senior member of a Management team in a similar or larger sized organisation.

## Ability to lead as Netball NSW President (and Chairperson)

**Background.** On 7 November 2020, the Netball NSW Council endorsed changes to the Constitution, including to support the Board's recommendation that following the 2021 AGM the Netball NSW President (also being the Chairperson) of the Company will be elected by the Board from among the Elected Directors. Formerly the Netball NSW President was elected directly by the membership, with the current President's term expiring at the 2021 AGM. Accordingly, the Netball NSW Board will for the first time following the 2021 Annual General Meeting elect the President (Chairperson) so this skillset is accordingly highly relevant to be included in the Elected Director nomination process.

- 1) The capacity, capability and interest to be Netball NSW President (and Chairperson of the Netball NSW Board);
- 2) Broad netball industry knowledge, experience and passion;
- 3) Proven leader in building and leveraging successful relationships with a wide variety of stakeholders and preferably existing high-level reputation and network in the netball community (Club/Association, state-wide and/or nationally);
- 4) Ability to effectively engage, communicate and influence, including to represent Netball NSW as a significant Member Organisation at the national level and in a variety of public forums, and to be the spokesperson for the views of the Board, in conjunction with the CEO, to Netball NSW's members, broader stakeholders and to the community;
- 5) Strategic understanding of government and political processes;
- 6) Leadership, people and organisation skills required of a Board Chair including (but not limited to) presiding over Board meetings, Annual General Meetings, Council Meetings; facilitating information flow to the Board and effective functioning of the Board; liaising and interfacing with the CEO as the primary contact between the Board and Management; reviewing performance of the CEO and overseeing and facilitating Board, Committee, Board member and CEO evaluation reviews and succession planning; and

- 7) Ability to personally establish and model standards for Board behaviour and Netball NSW's Values and Behaviours; work with Board members to gain their personal commitment and energy to support Board goals; remove or reduce obstacles to Board effectiveness; coaches and develops Board members to top performance, encourages these team leadership behaviours organisation wide and is recognized as an outstanding leader.

For all candidates, knowledge of and/or connections with netball or other relevant sport experience preferred (but not essential).

For 2021 it should be noted that Board meetings are scheduled for (in most cases) Tuesday afternoons approximately every 6 weeks and additionally Directors will be appointed to one or more Board Committees which meet as required; being:

- Audit and Risk Committee;
- Commercial Opportunities Committee;
- Diversity and Inclusion Committee;
- Friends of Netball Committee;
- Governance Committee;
- People and Culture Committee; and
- Nominations Committee.

Dates for conflict checking are available on request.

In addition, candidates should possess the following personal attributes:

- A commitment to the highest standards of governance and integrity;
- Well-developed strategic thinking capabilities and ability to contribute to the effective decision making of the Board;
- Excellent communication skills with a collaborative approach;
- Preparedness to ask questions and challenge management and peer Directors in a constructive and appropriate way about key issues;
- Capacity to leverage professional networks to promote and grow Netball NSW by creating opportunities for both financial and other support;
- The ability to work as part of a team, and commit to acting with respect for Management, peer Directors and relevant organisational and Board processes;
- Demonstrated passion and time to make a genuine and active contribution to the Board; and
- Act in a manner consistent with a Director's role as custodian of the organisation and the game and appropriately represent Netball NSW.

At Netball NSW we are committed to creating a diverse and inclusive environment which reflects the community we serve. We actively promote gender diversity in our workplace, the employment of Aboriginal and Torres Strait Islander peoples, and the employment of people with a disability. We welcome and encourage applications from all people regardless of age, gender, ethnicity, cultural background or sexual orientation.

**We also specifically encourage interest from candidates from regional areas of New South Wales.**

Yours faithfully,

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