



netball
NEW SOUTH WALES

Netball NSW

Board Committee Policy

Adopted by New South Wales Netball Association Ltd at its Board Meeting held on 10 February 2026

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1 Purpose

The Board of Netball NSW has established five Board Committees to assist with business in specific areas. This policy outlines general detail relating to the Committees and includes the Terms of Reference of each Committee as separate annexures.

2 Board Committees

The four Netball NSW Board Committees are:

- Nominations Committee
- Audit and Risk Committee
- Governance Committee
- People and Culture Committee
- Foundation Committee

Following the Netball NSW Annual General Meeting in any given year (or as otherwise required), the Board will appoint (or re-appoint) the Chairperson of each Committee. Appointment of the remaining members of the Committee will be as stipulated in the relevant Terms of Reference.

3 Review

Each Committee will review its Terms of Reference on an annual basis and recommend any amendments to the Board. Committees will also conduct an annual assessment of their performance against the duties and responsibilities outlined in the Terms of Reference.

The Board will review the effectiveness and value of each Committee at least once every two years to ensure that the Committee structure is serving Netball NSW in the manner intended.

Terms of Reference	Last Reviewed by the Board
Nominations Committee	30 July 2024
Audit and Risk Committee	19 March 2024
Governance Committee	19 March 2024
People and Culture Committee	24 June 2023
Foundation Committee	10 February 2026

Annexure A: Terms of Reference – Nominations Committee

1. Purpose

- 1.1 The Nominations Committee (“the Committee”) is formed pursuant to clause 14.6 of the Netball NSW Constitution and reports to Netball NSW Board (“the Board”). The primary functions are to:
- a) Review Directors’ existing skill sets and determine the preferred skill requirements for upcoming Director terms;
 - b) Develop and implement a pre-nomination process to identify and / or interview potential Directors;
 - c) Provide guidance to the membership on the skills match of those people nominated for Elected Director positions compared with the current requirements of the Board;
 - d) Make recommendations to the Board for the appointment of Appointed Directors;
 - e) Ensure compliance with the Australian Sports Commission’s National Gender Equity in Sports Governance Policy; and
 - f) Review Board succession plans.

2. Membership and Terms

- 2.1 The Committee shall consist of three people, all to be appointed by the Directors made up of:
- a) An Independent Chair. An independent person shall not be:
 - a. a current or former Netball NSW Board Director;
 - b. a current or former Netball NSW employee; or
 - c. an Office Bearer of any Affiliate Member, Interested Member or Community Member or hold an equivalent position in circumstances where the Affiliate Member, Interested Member or Community Member is not a corporation;
 - b) A Director, provided that person is not subject to re-election or re-appointment; and
 - c) A Member representative.
- 2.2 The roles of Independent Chair and Member representative respectively will be subject to an Expression of Interest process on an alternating basis which should take place ahead of the September Board Meeting in each given year.
- 2.3 Appointments to the Committee will be for up to two years as determined by the Board. Appointments will be made at the September Board Meeting for the following nomination process, or at such other time as determined by the Board. The Member representative will be appointed in odd years, and the Independent Chair will be appointed in even years.
- 2.4 The quorum of the Committee is three members.

3. Meetings

- 3.1 The Committee will meet as required. Meeting dates are scheduled as part of the annual Netball NSW Board calendar, as directed by the Netball NSW Board, or as otherwise agreed by the Committee. Additionally, the Chairperson will call a meeting of the Committee if so, requested by any member of the Committee.
- 3.2 The Committee will meet as required to attend to matters relating to this Terms of Reference.
- 3.3 The Chairperson will settle minutes of all meetings, which will be provided to the full Board for noting at the next full Board meeting.

4. Voting

- 4.1 Subject to clause 4.2 below, matters arising for determination at Committee meetings will be decided by a majority of votes of members.
- 4.2 A determination that a nomination is unsuitable for consideration by Netball NSW, the Board or the Members (as applicable) must be by unanimous decision.
- 4.3 In the case of an equality of votes, the Chairperson of the meeting, in addition to the deliberative vote, has a casting vote.

5. Process / Duties

- 5.1 The Committee is responsible for adhering to the requirements of the Netball NSW Constitution, as amended from time to time, and the direction of the Netball NSW Board to make recommendations to fill Netball NSW Board vacancies and/or make recommendations for the appointment of Netball NSW Board Directors.
- 5.2 The Committee must utilise a skills matrix as part of its assessment of nominees for Director vacancies.
- 5.3 The process to be followed by the Committee in relation to Elected Directors is as follows:
 - a) Review the skills audit of the existing Board, paying particular attention to the skills of the Directors coming to the end of their term;
 - b) Recommend the skills which are to be highlighted as areas of need for new Directors of Netball NSW to ensure an appropriate skills balance and succession planning;
 - c) Identify candidates to fill Director vacancies (including casual vacancies);
 - d) Review the backgrounds and skill sets of those nominated for the election, including interviewing nominees if necessary. A nomination will be eligible where it meets the skill, expertise and personal attribute sets required and identified in the Netball NSW Board Skills Matrix. Where a nomination fails to satisfy the criteria, the Committee may determine that the proposed candidate is ineligible to stand for election to the Netball NSW Board in the year that the proposed candidate has nomination for the position;
 - e) Prepare the communication to be circulated to members, in line with the annual timeline, outlining how the nominees address the current needs of the Netball NSW Board and recommending for election the candidates who best deliver a balanced, skills-based Board based on prioritised expertise/skill sets and the Board's strategic focus.
- 5.4 The process to be followed by the Committee in relation to the appointment of Appointed Directors is as follows:
 - a) Review the skill audit of the existing Board, paying particular attention to the skills of the Directors coming to the end of their term;
 - b) Recommend the skills which are to be highlighted as areas of need for new Directors of Netball NSW to ensure an appropriate skills balance and succession planning;
 - c) Approach possible candidates.
 - d) Review the backgrounds and skill sets of those persons who express an interest in being appointed to the Board and conduct interviews as appropriate;
 - e) Make a recommendation to the Board regarding the appointment of Appointed Directors.

6. Adhoc / Additional Duties

6.1 Aside from those duties specifically outlined in item 5 above relating to Directors joining the Board, the Committee may also meet from time to time to consider items such as:

- a) The overall skills balance of the Board;
- b) Succession planning; and / or
- c) To meet with prospective Directors outside of the normal election and appointment cycle.

Annexure B: Terms of Reference - Audit and Risk Committee

1. Purpose

- 1.1 The Audit & Risk Committee (the Committee), is appointed by and reports to the Board of Directors (the Board) of Netball NSW (the Company) to assist the Board to fulfil its oversight responsibilities relating to:
- The preparation and integrity of the Company's financial accounts and statements;
 - Internal controls, policies and procedures that the Company uses to identify and manage business risks;
 - Qualifications, independence, engagement, fees and performance of the external auditor;
 - The external auditor's annual audit of the financial statements;
 - The resources, performance and scope of work of the internal audit function; and
 - Company compliance with legal, regulatory requirements and compliance policies.
- 1.2 Effective corporate governance depends on the active and collaborative participation of the Committee, the Board of Directors, external auditors, internal auditors, other assurance providers and management. Ensuring the collaboration occurs effectively and efficiently is fundamental to the Committee's success.
- 1.3 The existence of the Committee does not diminish the Board's responsibility to ensure the integrity of the financial reporting.

2. Authority

- 2.1 The Board has authorised the Committee, within the scope of the duties and responsibilities set out in the TOR, to:
- Perform the activities required to address the responsibilities and make recommendations to the Board;
 - Resolve any disagreement between management and the external auditor, with areas of significant disagreement being advised to the Board;
 - Select, engage and approve the fees (within operational limits) for professional advisers that the Committee may require to carry out its duties;
 - Subject to the agreed protocol:
 - Require the attendance of any Company manager or staff member at meetings, as appropriate;
 - Have unrestricted access to information it considers relevant to its responsibilities under this TOR.

3. Composition and Terms of Appointment

- 3.1 The composition of the Committee shall include up to five (5) members:

- a) Two members who are current Board Directors appointed by the Board; and
- b) Up to three other members with the requisite skills who may be drawn from the Board Directors, membership of Netball NSW or independent experts appointed by the Board. The appointment of any independent expert will be subject to an Expression of Interest process.

The Committee will appoint a Committee Secretary.

3.2 When considering the appointment of members to the Committee, the Board will have regard to the requisite and desired skills including:

- Relevant qualifications and/or significant experience in a professional or corporate role;
- Demonstrated ability to read and analyse financial statements, critically assess financial viability and performance, oversee budgets and the efficient use of resources;
- A good understanding of business and financial risks and related controls and control processes;
- A good understanding of business strategy/planning and the need to align financial resources and financial planning to strategic priorities;
- A sound knowledge of the business of sport and/or the NFP sector; and
- A sound knowledge of corporate governance.

3.3 Committee member appointments are for an initial term of 1 year and the appointment is reviewed annually (following the Annual General Meeting), or earlier, if circumstances dictate.

The members of the Committee drawn from the Board under clause 3.1 serve on the Committee concurrent with their term as Director on the Board. If and when such a member's term as a Director of the Board expires so too does their membership of the Committee.

This clause does not prevent such a member being re-appointed to the Committee provided that their eligibility as a Director of the Board remains intact.

Any casual vacancies that arise on the Committee can be filled by the Board and the Board may specify the term of appointment.

3.4 The Committee may invite additional experts to participate in meetings, and provide advice to the Committee, where the Committee considers it desirable to add to the expertise of the Committee as may be considered necessary from time to time (e.g. investment advice, risk management advice, asset management advice, forensic audit). Such invitations of experts shall be undertaken by the Committee on the written permission of the Chair of the Board and the Chief Executive Officer after consulting with the Chair of the Committee.

Representatives of external auditors and senior management will be requested to attend and report at meetings of the Committee as appropriate. Such attendance to be arranged through the Chief Executive Officer.

3.5 Unless otherwise advised in writing by the Chair of the Board, the following Netball NSW staff will receive a standing invitation to participate in all meetings and advise the Committee but possess no voting rights:

- a) Chief Executive Officer; and
- b) Chief Operating Officer.

4. Committee Chair

4.1 The Committee Chair will be the Committee member appointed by the Board but must not be the Chair of the Board.

4.2 Should the Committee Chair be absent from a meeting, the Committee members present must appoint a Chairperson for that particular meeting, who should not be the Chair of the Board.

5. Meetings

5.1 The Committee must meet at least 4 times per year (quarterly). If a member is unable to be physically present, they may participate by video or teleconference. The Committee may meet in any manner as agreed by the majority of Committee Members which includes electronically.

5.2 A notice of each meeting, with relevant supporting agenda papers, confirming the date, time and venue is to be forwarded to each Committee member (with a copy to all Directors upon request) at least 5 working days before each meeting.

5.3 The Committee Chair, the Chair of the Board or any other Committee member may call a meeting of the Committee. The external auditor may request the Committee Chair or a Committee member to call a meeting. The Committee Chair may waive the 5 working days' notice period if agreed by all members.

5.4 The Committee Chair may invite any person or persons (other than duly appointed members) to attend meetings of the Committee, but not necessarily for the full duration of the meeting. A standing invitation shall be issued to:

- The Chair of the Board and other Directors;
- The Chief Executive Officer;
- The Chief Operating Officer;
- The internal and external auditors; and
- The Finance Manager.

5.5 A quorum for the Committee shall be at least three members and at least one of these members must be a Board Director.

5.6 The Committee Chair is not entitled to a second or casting vote.

6. Minutes

6.1 The Committee secretary or delegate must prepare the minutes of the Committee meeting within 7 working days. After the Committee Chair has given preliminary approval, the draft minutes are circulated to all Committee members and included in the next available Board papers.

6.2 The minutes of the meeting must be confirmed at the next Committee meeting.

7. Communication

7.1 The Committee is expected to maintain free and open communication with the external auditor and management.

8. Duties and Responsibilities:

In assisting the Board to fulfil its responsibilities, the duties of the Committee are as follows.

8.1 Assessment of financial information

- a) Review any significant accounting and reporting issues, including professional and regulatory announcements, and understand their effect on the Company's financial statements

- b) Review all financial statements of the Company, which require the approval of the Board, based on the recommendation of the Committee, and hold discussions regarding the financial statements with the external auditor and management before submission to the Board.
- c) The Committee will pay specific attention to:
 - The consistency of accounting policies and appropriate adoption of any new accounting standards;
 - Considering the need for appropriateness of and correct disclosure of, any changes made to the Company's accounting policies;
 - The treatment and disclosure of complex or unusual transactions, including off-balance sheet structures;
 - Significant judgements made by management in preparing the financial statements, including any significant accounting estimates;
 - The going-concern assumptions;
 - Review the written attestations provided by the Chief Executive Officer and Executive General Manager Finance & Strategy for Australian reporting purposes that:
 - The Company's financial records have been properly maintained;
 - The Company's financial statements and notes present a true and fair view, in all material respects, of the Company's financial condition, and are in accordance with relevant accounting standards;
 - The financial statements are founded on a sound system of risk management and internal compliance and control, and that the system is operating effectively in all material respects in relation to financial reporting risk;
 - The Company's risk management and internal control and compliance systems are operating efficiently and effectively in respect to its material business risks.

8.2 External auditors

- a) Recommend to the Board the appointment, evaluation and removal of the external auditors.
- b) Review and approve the external auditors' proposed audit plan and audit approach, including materiality levels.
- c) Review and agree on the terms of engagement and the audit fees for the external auditors prior to the commencement of each audit.
- d) Review the independence and objectivity of the external auditors and their compliance with all relevant independence requirements including:
 - Financial interests in clients and other business relationships;
 - Employment and other personal relationships;
 - The level of non-audit services provided;
 - The rotation of audit partners;
 - Limitations on the external audit partner providing services other than audit, review or attestation.

- e) Understand any material alternative treatment of financial information that has been discussed with Management, including their ramifications, together with the treatment preferred by the external auditors.
- f) Discuss the appropriateness of accounting policies, estimates and judgements.
- g) Review the external auditors summary management report, detailing the results and significant findings from the audit and management responses.
- h) Meet annually with the external auditor, without management present.
- i) Resolve any disagreements between management and external auditors in the financial reporting and advise any significant issues to the Board.
- j) Review and approve the external auditors process for the rotation and succession of audit and review partners, including their approach to managing the transition.
- k) Obtain from the external auditors and review the independence declaration required under the Corporations Act.

8.3 Risk management and internal controls

- a) Approve the Company's risk management policy and oversee the risk management system, including the risk management function and its resourcing.
- b) Approve and monitor the Company's risk profile developed by management, covering the principal enterprise-wide risks, including strategic, operational, legal and financial.
- c) Review the operational effectiveness of the policies and procedures relating to risk and the Company's internal control environment.
- d) Review the management evaluation of the effectiveness of internal controls.
- e) Review the effectiveness of the Company's insurance activities.

8.4 Compliance

- a) Review the effectiveness of the Company's approach to achieving compliance with laws, regulations, industry codes and company policies.
- b) Review compliance with the Company's values and related behaviours and the code of conduct. Review and monitor the effectiveness of policies, procedures and processes for complying with continuous disclosure requirements.
- c) Obtain periodic updates from management, legal counsel and the Company secretary regarding compliance matters that may have a material impact on the Company's activities. Review any correspondence from regulatory bodies regarding significant issues.
- d) Review the compliance of the NSW Swifts and GIANTS Netball with regards to the Suncorp Super Netball (SSN) Total Player Payment Rules (TPPR - also known as 'Salary Cap') that are contained in the SSN Competition Rules (CR).

8.5 Other responsibilities

- a) Ensure there is a process in place for the Chair of the Board and Committee Chair to be immediately informed of any issue of significant non-compliance or litigation.
- b) Oversee the process for the receipt, retention and treatment of information received from the internal whistleblower procedures, and also from external complainants regarding matters relating to audit, the financial statements, internal controls or possible fraud.
- c) Review any fraud reports. Review and discuss any reports concerning any breach of fiduciary duty. Hold regular executive sessions with the Chief Executive Officer, Executive

General Manager Finance & Strategy and other senior management to discuss private matters with the Committee.

- d) Review, for potential conflict of interest situations, and pre-approve related party transactions on an ongoing basis.

9. Reporting

9.1 In addition to providing the Board with a copy of the agenda, Committee papers (on request from a Director) and minutes of its meetings the Committee will ensure:

- The Committee Chair reports to the Board on Committee meetings, regarding all relevant matters and appropriate recommendations, in a written report (with supporting material) for noting or approval by the board.
- The Committee addresses any other reporting responsibilities.

10. Reviews

10.1 To ensure the Committee is fulfilling its stewardship duties to the Board, the Committee will:

- Review, at least annually, the Committee TOR and recommend to the Board any appropriate amendments for approval;
- Review the annual agenda incorporating any changes in the TOR; and
- Conduct a regular assessment of its performance against its TOR duties and responsibilities and provide a report of the findings to the board.

11. Limitations

11.1 The following limitations apply to the Committee:

- a) The Committee may adopt and operate to policies provided that any such policy is approved by the Board;
- b) The Committee may not sub-delegate any power, duty or responsibility without prior written approval of the Board;
- c) The Committee shall otherwise operate in conformity with all relevant policies and procedures of the Company.

11.2 The Committee must, in the exercise of its powers or otherwise, at all times conform to any directions or regulations that may be prescribed by the Board.

12. Conflict of interests

12.1 The nature of any interest of each member must be declared by the member at the commencement of each meeting of the Committee at which the contract, arrangement or interest is first taken into consideration. If a Committee member becomes interested in a matter after it is made or entered into, the declaration of that interest must be made to the Committee Chair as soon as practical.

12.2 A general notice that a Committee member has an interest in any matter is to be regarded as interested in all transactions involving that matter unless otherwise clarified, and is sufficient declaration.

12.3 Any declaration made or any general notice given by a Committee member must be recorded in the minutes of the Committee.

12.4 A Committee member, notwithstanding any interest, may be counted in the quorum present at any meeting but not participate in discussion or vote in respect of any contract or arrangement in which the Committee member has an interest.

13. Confidentiality

13.1 All matters discussed at the Committee meetings together with all material provided to Committee members and any attendees is confidential. Such material can only be provided to another party with the written permission of the Chair of the Board and/or the Chief Executive Officer.

14. Revocation of Powers

14.1 The Board may in its sole discretion recall or revoke any powers or any delegation or any appointment provided to the Committee.

14.2 The Board may in its sole discretion amend or repeal any decision made by the Committee.

14.3 Members of the Committee may withdraw from membership of the Committee by written notification to the Chair of the Board.

15. Audit Committee Annual Agenda

				Apr	Jul	Sep	Oct	Feb
*	Recommended timing	**	As required					
Foundation								
	Review audit Committee TOR and annual agenda			*				
	Assess Committee's independence, financial literacy, skills and experience			*			*	
	Determine number of meetings for forthcoming financial year			*		*		
	Committee Chair to determine meeting agenda and required attendees, including management and assurance providers			*	*	*	*	*
	Conduct an assessment of the Committee's performance against its charter and provide a report to the Board							**
	Conduct an assessment of the individual members performance							*
	Consider Committee member rotation and succession planning.							*
Assessment of Financial Information								
	Review significant accounting and reporting issues			*	*	*	*	*
	Review financial matters affecting the monthly management reporting process			*	*	*	*	*
	Review financial matters affecting the year end financial statements							*
	Review and approve annual financial statements							*
	Review attestations of the CEO and EGMFC for Australian reporting							**
	Review & discuss any reports concerning evidence of material violation or breaches of fiduciary duty			**	**	**	**	**

				Apr	Jul	Sep	Oct	Feb
*	Recommended timing	**	As required					
Review and discuss any reports submitted by the external auditor detailing any instances of fraud or possible illegal acts on the part of senior management				**	**	**	**	**
Review process, policies and procedures for continuous disclosure obligations				**	**	**	**	**
Review conflicts of interest and related party transactions								**
External Auditors								
Recommend appointment, evaluation and removal of the external auditors								**
Review audit plan and scope of audit work							*	*
Recommend terms of engagement and audit fees						*		
Consider policy in relation to non-audit services					*			
Review and pre-approve non audit services as required				**	**	**	**	**
Consider objectivity/independence and obtain independence declaration from external auditor								*
Review external auditors report and findings and progress on management actions							*	*
Discuss implications of any significant changes in accounting standards				**	**	**	**	**
Discuss appropriateness of accounting policies, estimates and judgements				**	**	**	**	**
Discuss external auditors view on control environment, including fraud and risk management				**	**	**	**	**
Resolve any disagreement between management and the external auditor in the financial reporting and report any significant issues to the Board				**	**	**	**	**
Discuss issues with external auditor in the absence of management				*	*	*	*	*
Ongoing communication (written/oral) between the external auditor with the Committee				**	**	**	**	**
Review report from external auditor on quality control procedures								*
Review the external auditors process for rotation and approach for managing transition								*
Risk Management and Internal Controls								
Review risk management policy and risk management system				*	**	**	*	**
Review risk profile				*	**	**	*	**
Review internal controls & operational effectiveness of risk policies and report to the board				*	**	*	*	**

				Apr	Jul	Sep	Oct	Feb
*	Recommended timing	**	As required					
Review the effectiveness of the Company's insurance activities				*	**	**	*	**
Compliance								
Review legal and regulatory matters that may have a material impact on the Company				**	**	**	**	**
Review any correspondence from regulatory bodies				**	**	**	**	**
Review compliance with company values and related behaviours and the code of conduct				**	**	**	**	**
Review compliance with continuous disclosure requirements				**	**	**	**	**
Review managements compliance with the SSN Salary Cap and Total Player Payment Rules including pre-season and post-season declarations and reconciliations provided to SSN				**	**	**	**	**
Other Responsibilities								
Review whistleblowing arrangements and reports				*	**	**	*	**
Review incidences of fraud brought to the attention of management and any follow-up action.				**	**	**	**	**
Hold regular executive sessions with senior management				**	**	**	**	**
Review the level of cooperation between management and external auditor				**	**	**	**	**
Conduct special investigations and perform other activities, as appropriate				**	**	**	**	**
Reporting								
Maintain minutes and report to the Board				*	*	*	*	*

Annexure C: Terms of Reference – Governance Committee

1 Purpose

- 1.1 The Governance Committee (**'the Committee'**), is appointed by and reports to the Board of Directors (**'the Board'**) of Netball NSW (**'the Company'**) to assist the Board to fulfil its oversight responsibilities relating to:
- Review on an annual basis the Constitution and provide recommendations to the Board for consideration and presentation to the final Council meeting;
 - Review on a regular basis (but no more than bi-annually) the policies of the Company and provide recommendations to the Board for consideration and implementation;
 - Ensure an appropriate set of corporate governance principles applicable to the Company are developed, and review these principles on a regular basis;
 - Receive management information on significant themes and agree proposed actions;
 - Oversee compliance with the corporate governance principles; and
 - Monitor the governance requirements of the affiliated Associations.
- 1.2 Effective corporate governance depends on the active and collaborative participation of the Committee, the Board of Directors and management. Ensuring the collaboration occurs effectively and efficiently is fundamental to the Committee's success.
- 1.3 The existence of the Committee does not diminish the Board's responsibility to ensure the integrity of overall governance.

2 Authority

- 2.1 The Board has authorised the Committee, within the scope of the duties and responsibilities set out in the TOR, to:
- Perform the activities required to address the responsibilities and make recommendations to the Board;
 - Select, engage and approve the fees (within operational limits) for professional advisers that the Committee may require to carry out its duties; and
 - Subject to the agreed protocol:
 - Require the attendance of any Company manager or staff member at meetings, as appropriate;
 - Have unrestricted access to information it considers relevant to its responsibilities under this TOR.

3 Composition and Terms of Appointment

- 3.1 The composition of the Committee shall include up to five (5) members:

- a) Two members who are current Board Directors appointed by the Board; and
- b) Up to three other members with the requisite skills who may be drawn from the Board Directors, membership of NNSW or independent experts appointed by the Board. The appointment of any independent expert will be subject to an Expression of Interest process.

The relevant NNSW staff representative will be part of this committee.

The Committee will appoint a Committee Secretary.

3.2 When considering the appointment of members to the Committee, the Board will have regard to the requisite and desired skills including:

- Relevant qualifications and/or significant experience in a professional or corporate role;
- Demonstrated ability to analyse corporate governance principles and how they apply to the Company;
- A sound knowledge of the business of sport and/or the NFP sector; and
- A sound knowledge of corporate governance.

3.3 Committee member appointments are for an initial term of 1 year and the appointment is reviewed annually by the Board (following the Annual General Meeting), or earlier, if circumstances dictate.

The members of the Committee drawn from the Board under clause 3.1 serve on the Committee concurrent with their term as Director on the Board. If and when such a member's term as a director of the Board expires so too does their membership of the Committee.

This clause does not prevent such a member being re-appointed to the Committee provided that their eligibility as a Director of the Board remains intact.

Any casual vacancies that arise on the Committee can be filled by the Board and the Board may specify the term of appointment.

3.4 The Committee may invite additional experts to participate in meetings, and provide advice to the Committee, where the Committee considers it desirable to add to the expertise of the Committee as may be considered necessary from time to time (e.g. legal advice). Such invitations of experts shall be undertaken by the Committee on the permission of the Chair of the Board and the Chief Executive Officer after consulting with the Chair of the Committee.

4 Committee Chair

4.1 The Committee Chair will be the Committee member appointed by the Board but must not be the Chair of the Board.

4.2 Should the Committee Chair be absent from a meeting, the Committee members present must appoint a Chairperson for that particular meeting, who should not be the Chair of the Board.

5 Meetings

5.1 The Committee must meet at least 4 times per year (quarterly). If a member is unable to be physically present, they may participate by video or teleconference. The Committee may meet in any manner as agreed by the majority of Committee Members which includes electronically.

5.2 A notice of each meeting, with relevant supporting agenda papers, confirming the date, time and venue is to be forwarded to each Committee member (with a copy to all Directors, upon request) at least 5 working days before each meeting.

5.3 The Committee Chair, the Chair of the Board or any other Committee member may call a meeting of the Committee. The Committee Chair may waive the 5 working days' notice period

if agreed by all members.

- 5.4 The Committee Chair may invite any person or persons (other than duly appointed members) to attend meetings of the Committee, but not necessarily for the full duration of the meeting. A standing invitation shall be issued to:
- The Chair of the Board and other Directors;
 - The Chief Executive Officer;
- 5.5 General Manager – Governance, Integrity & Special Projects. A quorum for the Committee shall be at least three members and at least one of these members must be a Board Director.
- 5.6 The Committee Chair is not entitled to a second or casting vote.

6 Minutes

- 6.1 The Committee secretary or delegate must prepare the minutes of the Committee meeting within 7 working days. After the Committee Chair has given preliminary approval, the draft minutes are circulated to all Committee members and included in the next available Board papers.
- 6.2 The minutes of the meeting must be confirmed at the next Committee meeting.

7 Communication

- 7.1 The Committee is expected to maintain free and open communication management.

8 Duties and Responsibilities:

In assisting the Board to fulfil its responsibilities, the duties of the Committee are as follows:

8.1 Assessment of current Constitution and policies.

- Review on a regular basis and update as required.
- Keep up-to-date with changes in governance principles and how they may affect the Company.
- Communicate any proposed changes to the Constitution with Voting Members.

8.2 Other responsibilities

- Consider and recommend to the Board a set of best practice corporate governance principles including providing insights on culture and values which support the Company's strategic priorities;
- Assist Affiliate Members in their understanding of governance; and
- Any other duties or responsibilities expressly delegated to the Committee by the Board from time to time relating to governance or corporate responsibility.

9 Reporting

- 9.1 In addition to providing the Board with a copy of the agenda, Committee papers (on request from a Director) and minutes of its meetings the Committee will ensure:
- The Committee Chair reports to the Board on Committee meetings, regarding all relevant matters and appropriate recommendations, for noting or approval by the board.
 - The Committee addresses any other reporting responsibilities.

10 Reviews

10.1 To ensure the Committee is fulfilling its stewardship duties to the Board, the Committee will:

- Review, at least annually, the Committee TOR and recommend to the Board any appropriate amendments for approval;
- Review the annual agenda incorporating any changes in the TOR; and
- Conduct a regular assessment of its performance against its TOR duties and responsibilities and provide a report of the findings to the board.

11 Limitations

11.1 The following limitations apply to the Committee:

- a) The Committee may adopt and operate to policies provided that any such policy is approved by the Board;
- b) The Committee may not sub-delegate any power, duty or responsibility without prior written approval of the Board;
- c) The Committee shall otherwise operate in conformity with all relevant policies and procedures of the Company.

11.2 The Committee must, in the exercise of its powers or otherwise, at all times conform to any directions or regulations that may be prescribed by the Board.

12 Conflicts of Interest

12.1 The nature of any interest of each member must be declared by the member at the commencement of each meeting of the Committee at which the contract, arrangement or interest is first taken into consideration. If a Committee member becomes interested in a matter after it is made or entered into, the declaration of that interest must be made to the Committee Chair as soon as practical.

12.2 A general notice that a Committee member has an interest in any matter is to be regarded as interested in all transactions involving that matter unless otherwise clarified, and is sufficient declaration.

12.3 Any declaration made or any general notice given by a Committee member must be recorded in the minutes of the Committee.

12.4 A Committee member, notwithstanding any interest, may be counted in the quorum present at any meeting but not participate in discussion or vote in respect of any contract or arrangement in which the Committee member has an interest.

13 Confidentiality

13.1 All matters discussed at the Committee meetings together with all material provided to Committee members and any attendees is confidential. Such material can only be provided to another party with the written permission of the Chair of the Board and/or the Chief Executive Officer.

14 Revocation of Powers

14.1 The Board may in its sole discretion recall or revoke any powers or any delegation or any appointment provided to the Committee.

- 14.2 The Board may in its sole discretion amend or repeal any decision made by the Committee.
- 14.3 Members of the Committee may withdraw from membership of the Committee by written notification to the Chair of the Board.

15 Governance Committee Annual Agenda

15.1 Constitution:

Work to start on Constitution review at beginning of calendar year. The Governance Committee should reach final recommendations as to proposed changes to the Constitution no later than the end of September each year, to ensure these can be provided to the Board for consideration and ratification at their October meeting.

15.2 Existing Policies:

Review on a regular basis throughout the year in line with Management's policy review schedule.

15.3 New Policies:

To be created as needed and presented to the Board for approval.

Annexure D: Terms of Reference – People and Culture Committee

1 Purpose

- 1.1 The People and Culture Committee (the Committee), is appointed by and reports to the Board of Directors (the Board) of Netball NSW (the Company) to assist the Board to carry out its responsibilities in relation to:
 - performance and remuneration policy and outcomes; and
 - oversight of risk and compliance management in respect of People and Culture related matters.
- 1.2 The Committee is a sub-committee of the Board and receives its powers and delegation from the Board.
- 1.3 These Terms of Reference (TOR) set out the functions and responsibilities of the Committee and detail the manner in which the Committee will operate.
- 1.4 The Committee recognises its responsibility to appropriately respect the privacy of Management, staff, Directors and Committee members.

2 Authority

- 2.1 The Board has delegated to the Committee the necessary powers to undertake the functions and responsibilities outlined in the TOR except for those matters specifically reserved by the Board for its determination.
- 2.2 In order to undertake its functions and responsibilities, the Committee may:
 - Perform the activities required to address the responsibilities and make recommendations to the Board;
 - Select, engage and approve the fees (within operational limits) for professional advisers that the Committee may require to carry out its duties; and
 - Subject to the agreed protocol:
 - Require the attendance of any Company manager or staff member at meetings, as appropriate;
 - Have unrestricted access to information it considers relevant to its responsibilities under this TOR.

3 Composition and Terms of Appointment

- 3.1 The composition of the Committee shall include up to five (5) members:
 - a) Four (4) members who are current Board Directors, appointed by the Board; and
 - b) Up to one (1) further member with the requisite skills who may be drawn from the Board of Directors, membership of Netball NSW or independent experts appointed by the Board. The appointment of any independent expert will be subject to an Expression of Interest process.

The Committee will appoint a Committee Secretary.

- 3.2 When considering the appointment of members to the Committee, the Board will have regard to the need for an appropriate mix of general business management skills including relevant

qualifications and experience appropriate for the effective operation of the Committee in accordance with its responsibilities as applying from time to time.

- 3.3 Committee member appointments are for an initial term of 1 year and the appointment is reviewed annually (following the Annual General Meeting), or earlier, if circumstances dictate.

The members of the Committee drawn from the Board under clause 3.1 serve on the Committee concurrent with their term as Director on the Board. If and when such a member's term as a director of the Board expires so too does their membership of the Committee.

This clause does not prevent such a member being re-appointed to the Committee provided that their eligibility as a Director of the Board remains intact.

Any casual vacancies that arise on the Committee can be filled by the Board and the Board may specify the term of appointment.

- 3.4 The Committee may invite additional experts to participate in meetings, and provide advice to the Committee, where the Committee considers it desirable to add to the expertise of the Committee as may be considered necessary from time to time. Such invitations of experts shall be undertaken by the Committee on the written permission of the Chair of the Board and the Chief Executive Officer after consulting with the Chair of the Committee.

4 Committee Chair

- 4.1 The Committee Chair will be the Committee member appointed by the Board.
- 4.2 Should the Committee Chair be absent from a meeting; the Committee members present must appoint a Chairperson for that particular meeting.

5 Meetings

- 5.1 The Committee must meet at least 4 times per year (quarterly). If a member is unable to be physically present, they may participate by video or teleconference. The Committee may meet in any manner as agreed by the majority of Committee Members which includes electronically.
- 5.2 A notice of each meeting, with relevant supporting agenda papers, confirming the date, time and venue is to be forwarded to each Committee member (with a copy to all Directors, upon request) at least 5 working days before each meeting.
- 5.3 The Committee Chair, the Chair of the Board or any other Committee member may call a meeting of the Committee. The Committee Chair may waive the 5 working days' notice period if agreed by all members.
- 5.4 The Committee Chair may invite any person or persons (other than duly appointed members) to attend meetings of the Committee, but not necessarily for the full duration of the meeting. A standing invitation shall be issued to:
- Other Directors;
 - Chief Executive Officer;
 - General Manager People & Culture.
- 5.5 A quorum for the Committee shall be at least three members and at least one of these members must be a Board Director.
- 5.6 The Committee Chair is not entitled to a second or casting vote.

- 5.7 Questions arising at a meeting of the Committee shall be determined by a resolution of Committee members.

6 Minutes

- 6.1 The Committee secretary or delegate must prepare the minutes of the Committee meeting within 7 working days. After the Committee Chair has given preliminary approval, the draft minutes are circulated to all Committee members and included in the next available Board papers
- 6.2 The minutes of the meeting must be confirmed at the next Committee meeting.

7 Chief Executive Officer Delegation

- 7.1 To remove any uncertainty and ensure there is clarity between the roles of this Committee, the Board, and Management in relation to the work of this Committee, subject to any specific policy on Chief Executive Officer Delegations, the Chief Executive Officer has delegated authority over the following:
- a) The appointment of staff at two levels below the Chief Executive Officer.
 - b) For creation of any new positions that are a direct report to the CEO, the CEO will require endorsement from the Committee prior to such restructures being made. However, if that restructure is beyond the approved Budget for that financial year then it will be referred to the full Board for approval;
 - c) Structuring the remuneration and compensation of staff to ensure Netball NSW attracts and retains the best employees possible;
 - d) Determining the professional development plans for Netball NSW staff; and
 - e) The termination of staff employment contracts, in line with Netball NSW policy and all applicable legislation noting that the Chief Executive Officer will consult with the Committee prior to any such decisions being made and, if considered appropriate by the Committee depending on the circumstances, with the full Board.

8 Duties and Responsibilities

In assisting the Board to fulfil its responsibilities, the duties of the Committee are as follows:

8.1 Performance and Remuneration

- a) Oversee the broad organisational structure and any material structural staff changes of Netball NSW as part of the approved budget or as otherwise agreed.
- b) Review Netball NSW's remuneration policy and recommend any material changes in policy to the Board. The Committee will review the remuneration structure and policies for staff generally in context with the approved budget, the broader market and the performance of the Company. Such a review will include any performance-based remuneration.
- c) Through the Chief Executive Officer, monitor staff remuneration with a view to ensuring it is aligned with market trends.
- d) Recommend to the board employee remuneration and incentive policies and practices that are aligned to prudent risk management for the Company's long-term financial soundness and designed to be competitive and equitable to attract and retain good people.

- e) Review and recommend to the Board annually the key performance indicators (KPIs) or objectives of the Chief Executive Officer (both financial and other measures) ensuring they are aligned to the Company's Vision, Purpose, Values and overall strategic priorities.
- f) Monitor performance of the Chief Executive Officer's performance with regard to the agreed objectives and performance criteria.
- g) Recommend to the Board changes in remuneration (including performance-based remuneration and under the Discretionary Bonus and Incentive Scheme) for the Chief Executive Officer, and note
- h) Note:
 - i. KPIs or objectives of Management Executives (direct reports to the Chief Executive Officer) set by the Chief Executive Officer.
 - ii. The performance of Management Executives against KPI/objectives set by the Chief Executive Officer (at least annually).
 - iii. The Chief Executive Officer's determinations regarding remuneration for staff, including any bonus or ex-gratia payments within the budget as approved by the Board annually.

8.2 Organisational Culture and Values

- a) Assess and monitor the Company's organisational culture and values.
- b) Oversee with the Chief Executive Officer and the Human Resources Manager (if relevant) to action a criteria to assess the staff's feedback relating to culture and working environment.
- c) Receive and consider reporting on key People and Culture metrics and development.
- d) Establish and review professional development policies for Directors (as appropriate), Management and staff, as recommended by the Chief Executive Officer.

8.3 Board, Committees and Panels

- a) Review and approve (or recommend to the Board for approval where applicable) the Board Evaluation Policy, Code of Conduct and other policies.
- b) Recommend to the Board a criteria and format to evaluate the performance of the collective Board and its Directors.
- c) Recommend to the Board a criteria to evaluate the performance of standing Board Committees and the Company's appointed panels (where appropriate).
- d) Periodically oversee the process for the Board's evaluation of its performance, reflecting on its composition, composite skills capability and experience. Similarly, the Committee will facilitate and oversee that a periodic review of each Board Committee, panel and tribunal is undertaken, evaluating individual contributions, availability and attendance.
- e) Oversee the Board and Board Committee member learning and development plan, and make recommendations to the Board relating to a planned approach for professional development activities for Directors to align with Director performance and duties.

8.4 Workplace Health & Safety

- a) Make enquiries to ensure Netball NSW is compliant with its employment obligations (Workplace Health and Safety, Equal Opportunity etc).

- b) Review and monitor material workplace health and safety risks and plans in place for eliminating or mitigation of those risks, and informing the Audit and Risk Board Committee of any breaches of workplace health and safety arrangements.
- c) Recommending to the Board the adoption of a workplace health and safety strategy to support the effective management of material workplace health and safety risks.
- d) Reporting to the Board on matters relevant to the management of material workplace health and safety risks including in relation to material workplace health and safety incidents.
- e) Overseeing compliance with relevant workplace health and safety legislation.
- f) Reviewing the effectiveness of the Company's Workplace Health and Safety Policy and recommending to the Board any changes required to be made to that policy.
- g) Monitoring workplace health and safety performance.
- h) Bringing significant items of risk related to workplace health and safety to the attention of the Board.

8.5 General

- a) Review and recommend to the Board appropriate policies relating to the recruitment, retention and termination of employees.
- b) Monitor whether employment policies have been applied consistently and appropriately.
- c) Report to or inform the Board and its relevant Committees of any remuneration practices, key performance indicators or other matters that may potentially involve an element of material risk to the Company.
- d) Succession – oversee potential succession plans for key executive roles as deemed appropriate.
- e) Perform other duties and responsibilities as requested by the Board or expressly delegated to the Committee from time to time.

9 Reporting

9.1 In addition to providing the Board with a copy of the agenda, Committee papers (on request from a Director) and minutes of its meetings the Committee will ensure:

- The Committee Chair (and Chief Executive Officer, as applicable) reports to the Board on Committee meetings, regarding all relevant matters and appropriate recommendations, in a written report (with supporting material) for noting or approval by the Board; and
- Report any significant issues or concerns on any matter to the Board as they are identified.

10 Reviews

10.1 To ensure the Committee is fulfilling its stewardship duties to the Board, the Committee will:

- Review, at least annually, this TOR and recommend to the Board any appropriate amendments for approval;
- Review the annual agenda incorporating any changes in the TOR; and
- Conduct a regular assessment of its performance against its TOR duties and responsibilities and provide a report of the findings to the board.

11 Limitations

11.1 The following limitations apply to the Committee:

- a) The Committee may adopt and operate to policies provided that any such policy is approved by the Board;
- b) The Committee may not sub-delegate any power, duty or responsibility without prior written approval of the Board;
- c) The Committee shall otherwise operate in conformity with all relevant policies and procedures of the Company.

11.2 The Committee must, in the exercise of its powers or otherwise, at all times conform to any directions or regulations that may be prescribed by the Board.

12 Conflict of interests

12.1 The nature of any interest of each member must be declared by the member at the commencement of each meeting of the Committee at which the contract, arrangement or interest is first taken into consideration. If a Committee member becomes interested in a matter after it is made or entered into, the declaration of that interest must be made to the Committee Chair as soon as practical.

12.2 A general notice that a Committee member has an interest in any matter is to be regarded as interested in all transactions involving that matter unless otherwise clarified, and is sufficient declaration.

12.3 Any declaration made or any general notice given by a Committee member must be recorded in the minutes of the Committee.

12.4 A Committee member, notwithstanding any interest, may be counted in the quorum present at any meeting but not participate in discussion or vote in respect of any contract or arrangement in which the Committee member has an interest.

13 Confidentiality

13.1 All matters discussed at the Committee meetings together with all material provided to Committee members and any attendees is confidential. Such material can only be provided to another party with the written permission of the Chair of the Board and/or the Chief Executive Officer.

14 Revocation of Powers

14.1 The Board may in its sole discretion recall or revoke any powers or any delegation or any appointment provided to the Committee.

14.2 The Board may in its sole discretion amend or repeal any decision made by the Committee.

14.3 Members of the Committee may withdraw from membership of the Committee by written notification to the Chair of the Board.

Annexure E: Terms of Reference – Netball NSW Foundation Committee

1. Purpose

1.1 The Foundation Committee (**‘the Committee’**) is appointed by and reports to the Board of Directors (**‘the Board’**) of Netball NSW (**‘the Company’**) to assist the Board to fulfil its oversight responsibilities relating to:

- Oversight of the governance of the Foundation;
- Oversight of the development and implementation of the strategy of the Foundation;
- Oversight of the financial management of the Foundation;
- Oversight of the risk management of the Foundation;
- Oversight of the development and implementation of an appropriate framework for allocation of financial support from the Foundation;
- Oversight of associated charitable partners to ensure consistency of Foundation’s mission; Contribute to the identification of individuals and organisations as prospective donors to the Foundation and its programs;
- Oversee the Foundation’s “Financial Support” program with assessment and evaluation of financial assistance nominations presented to the Committee for funding disbursement periodically throughout the year.
- Oversee annual reporting of Foundation activities and social impact outcomes to the Committee and Board;
- Oversee periodic reporting of tied-funding outcomes to donors/supporters to ensure funding outcomes are achieved;and

Advocating the philanthropic mission and objectives of the Foundation through professional networks, and strategic relationship building with key stakeholders and potential partners.

2 Authority

2.1 The Board has authorised the Committee, within the scope of the duties and responsibilities set out in the TOR, to:

- Perform the activities required to address the responsibilities and make recommendations to the Board;
- Subject to the agreed protocol:
 - Require the attendance of any Company manager or staff member at meetings, as appropriate;
 - Have unrestricted access to information it considers relevant to its responsibilities under this TOR.

3 Composition and Terms of Appointment

3.1 The composition of the Committee shall include up to six (6) members:

- a) Up to three members who are current Board Directors appointed by the Board; and
- b) Up to three other members with the requisite skills who may be drawn from Board Directors, membership of NNSW or independent experts appointed by the Board (**“Independent Members”**).

3.2 When considering the appointment of members to the Committee, the Board will have regard

to the requisite and desired skills including:

- Relevant qualifications and/or significant experience in a not-for-profit and/or corporate capacity;
- Demonstrated experience in fundraising, major donor cultivation, corporate partnerships, or foundation relations with measurable fundraising outcomes;
- Strong relationships within the philanthropic ecosystem including foundations, major donors, not-for-profit leaders, and community organisations; and
- A sound knowledge of the business of sport and/or the not-for-profit sector.

3.3 Committee member appointments are for an initial term of one year and the appointment is reviewed annually by the Board (following the Annual General Meeting), or earlier, if circumstances dictate.

The members of the Committee drawn from the Board under clause 3.1 serve on the Committee concurrent with their term as Director on the Board. If and when such a member's term as a director of the Board expires so to does their membership of the Committee.

This clause does not prevent such a member being re-appointed to the Committee provided that their eligibility as a Director of the Board remains intact, or they are otherwise appointed as an Independent committee member in accordance with these Terms of Reference.

Any casual vacancies that arise on the Committee can be filled by the Board and the Board may specify the term of appointment.

3.4 The Committee may invite additional experts to participate in meetings, and provide advice to the Committee, where the Committee considers it desirable to add to the expertise of the Committee as may be considered necessary from time to time (e.g. legal advice). Such invitations of experts shall be undertaken by the Committee on the permission of the Chair of the Board and the Chief Executive Officer after consulting with the Chair of the Committee.

4 Committee Chair

4.1 The Committee Chair will be appointed by the Board from among the Board Director Members .

4.2 Should the Committee Chair be absent from a meeting, the Committee members present must appoint a Chair for that particular meeting.

5 Meetings

5.1 The Committee will meet at least 4 times per year.

5.2 The Committee may meet in any manner as agreed by the majority of Committee Members which includes electronically.

5.3 A notice of each meeting, with relevant supporting agenda papers, confirming the date, time and venue is to be forwarded to each Committee member at least five working days before each meeting.

5.4 The Committee Chair, the Chair of the Board or any other Committee member may call a meeting of the Committee. The Committee Chair may waive the 5 working days' notice period if agreed by all members.

5.5 The Committee Chair may invite any person or persons (other than duly appointed members) to attend meetings of the Committee, but not necessarily for the full duration of the meeting. A standing invitation shall be issued to:

- The Chair of the Board and other Directors;

- The Chief Executive Officer;
- Executive General Manager – Communities
- Head of Foundation

5.6 A quorum for the Committee shall be at least 50% of committee membership and at least one of these members must be a Board Director.

5.7 The Committee Chair is not entitled to a casting vote.

6 Minutes

6.1 The Committee Secretary must prepare the minutes of the Committee meeting within 7 working days. After the Committee Chair has reviewed, the draft minutes are circulated to all Committee members for review and approval at the next Committee meeting.

6.2 Committee minutes will be included in the next available Board papers.

7 Communication

7.1 The Committee is expected to maintain free and open communication management.

8 Reporting

8.1 The Committee will ensure that it:

- a) reports to the Board on Committee meetings, regarding all relevant matters and appropriate recommendations, for noting or approval by the Board; and
- b) addresses any other reporting responsibilities.

9 Reviews

9.1 To ensure the Committee is fulfilling its stewardship duties to the Board, the Committee will:

- Review, at least biennially, the Committee Terms of Reference and recommend to the Board any appropriate amendments for approval;
- Review the annual agenda incorporating any changes in the TOR; and
- Conduct a regular assessment of its performance against its TOR duties and responsibilities and provide a report of the findings to the Board.

10 Limitations

10.1 The following limitations apply to the Committee:

- a) The Committee may adopt and operate to policies provided that any such policy is approved by the Board;
- b) The Committee may not sub-delegate any power, duty or responsibility without prior written approval of the Board; and
- c) The Committee shall otherwise operate in conformity with all relevant policies and procedures of the Company.

10.2 The Committee must, in the exercise of its powers or otherwise, at all times conform to any directions or regulations that may be prescribed by the Board.

11 Conflicts of Interest

11.1 The nature of any interest of each member must be declared by the member at the

commencement of each meeting of the Committee at which the contract, arrangement or interest is first taken into consideration. If a Committee member becomes interested in a matter after it is made or entered into, the declaration of that interest must be made to the Committee Chair as soon as practical.

- 11.2 A general notice that a Committee member has an interest in any matter is to be regarded as interested in all transactions involving that matter unless otherwise clarified, and is sufficient declaration.
- 11.3 Any declaration made or any general notice given by a Committee member must be recorded in the minutes of the Committee.
- 11.4 A Committee member, notwithstanding any interest, may be counted in the quorum present at any meeting but not participate in discussion or vote in respect of any contract or arrangement in which the Committee member has an interest.

12 Confidentiality

- 12.1 All matters discussed at the Committee meetings together with all material provided to Committee members and any attendees are confidential. Such material can only be provided to another party with the written permission of the Chair of the Board and/or the Chief Executive Officer.

13 Revocation of Powers

- 13.1 The Board may in its sole discretion recall or revoke any powers or any delegation or any appointment provided to the Committee.
- 13.2 The Board may in its sole discretion amend or repeal any decision made by the Committee.
- 13.3 Members of the Committee may withdraw from membership of the Committee by written notification to the Chair of the Board.