



**BOWLS**  
**SA**

## **Committees**

## **Terms of Reference**

**September 2019**



## **Committees Terms of Reference**

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## Marketing and Media Committee

### Terms of Reference

The objective of the Marketing and Media Committee is to work with the Business Services Manager to devise strategies to enhance the marketability of Bowls SA events and programs, and to ensure that media coverage of Bowls SA initiatives, events and programs is maximised. The Marketing and Media Committee will also focus on strategies which will improve the image of bowls and result in increased participation. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

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- Develop and implement a Marketing Plan including a media strategy, identifying key channels of communication.
- To actively identify state-wide marketing opportunities to promote the sport to the general public, corporate and cultural groups.
- Establish a portfolio outlining the marketing opportunities available to potential sponsors of Bowls SA.
- Establish clear and reliable networks with media outlets in city, regional and rural areas; and
- Provide marketing and media concepts for the Bowls SA website, Facebook, Twitter and any other publications or promotional material considered appropriate.
- Develop a solution to the Bowler e-magazine

#### Membership of the Committee

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than eight members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Marketing and Media Committee shall be appointed by the President of the Board.

Members of the Committee are expected to:

- have sufficient knowledge, training and/or expertise in the areas of marketing and/or media to enable them to discharge their duties and, where required, challenge the information presented by fellow Committee members and Clubs;
- have a reasonable knowledge of Bowls SA and its activities in SA;
- have a capacity to devote the required time and attention to carry out the activities of the Committee;
- display a willingness and ability to communicate regularly and openly with bowls clubs and other relevant levels of the bowls community;
- be prepared to meet with and learn from other experts in areas of marketing and media, and
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Committee.

## **Meetings of the Committee**

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- Marketing and Media Committee meetings will be held on a regular basis as determined by the Chair of the Committee, and scheduled to correspond with timelines for key tasks;
- With the agreement of the Chief Executive Officer, the Committee Chair may obtain external voluntary resources to assist with the work of the Committee;
- Committee meetings and activities must be minuted;
- The Business Services Manager will prepare a report to the Chief Executive Officer and subsequently to the Board on the activities of the Marketing and Media Committee, including their recommendations in relation to future planning, marketing strategies and media exposure;
- The Chair of the Committee shall annually conduct an assessment of the effectiveness of individual Committee members and report these to the Chief Executive Officer and subsequently to the Board, and
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

## **Duties & Responsibilities of the Committee**

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The Marketing and Media Committee's primary responsibilities are:

- to develop a detailed Marketing & Media Plan for Bowls SA;
- to assist the Business Services Manager in producing a Marketing Plan template for use by Member Clubs and Associations;
- to develop and implement a clearly defined Media Strategy for Bowls SA;
- to identify and assist in securing media partners for Bowls SA;
- to maintain records of bowls related media articles throughout the year, in order to facilitate provision of a shortlist and winner for the "Media Story of the Year Award" for the annual Bowls SA Awards Night.
- to improve the general image of bowls.

In seeking to achieve these objectives, the Marketing and Media Committee will:

- be proactive in all areas of marketing and media in an attempt to break new ground for Bowls SA.
- liaise with the Operations Manager to determine events, personnel and venues suitable for marketing and media exposure.

## **Major Interactions**

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- Print, radio and television media outlets
- Bowls SA Chief Executive Officer
- Bowls SA Operations Manager
- Bowls SA Business Services Manager
- Bowls SA Staff
- Bowls SA Member Clubs



## Finance & Audit Committee

### Terms of Reference

The objective of the Finance & Audit Committee is to regularly review the Bowls SA Budget to ensure that Income and Expenditure are within acceptable variations, identify any disproportionate discrepancies or inconsistencies and investigate the cause and, if appropriate, recommend to the Bowls SA Board a course of action. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

### Key Responsibilities

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- To monitor the integrity of the financial statements of Bowls SA, including its balance sheet, profit and loss, cash flow, investment strategies and budget variations.
- To identify any significant or unusual income and expenditure variations to budget and formally report these issues to the Bowls SA Board.
- Develop and continue to monitor an investment strategy that provides for short, medium and long term financial and operational stability and advise the Bowls SA Board.
- Continue to monitor existing income streams and identify new opportunities for consideration by the Bowls SA Board.
- To continually review the affiliation model and undertake financial modelling with the aim of developing a financial structure that is sustainable.
- Confirm that Bowls SA has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor.
- Coordinate the preparation of the annual Budget for presentation to the Bowls SA Board.

### Membership of the Committee

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The Finance & Audit Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than six members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

Bowls SA President and CEO may attend meetings as ex-officio.

The Chair of the Committee shall be appointed by the Board.

Members of the Committee are expected to:

- Have sufficient knowledge and expertise in the area of accountancy, financial management, budget preparation, Bowls SA fee structures to enable them to discharge their duties and, where required, challenge the information presented by fellow Committee members;
- Have a good knowledge of Bowls SA activities and financial obligations in South Australia;
- Have a capacity to devote the required time and attention to carry out the activities of the Committee;
- Display a willingness and ability to communicate regularly and openly with the Bowls SA Board;
- Be prepared to meet with and learn from other experts in financial management, and
- Have no significant commercial financial relationship which would compromise their involvement with Bowls SA Finance & Audit Committee activities during their term on the Committee.

## **Meetings of the Committee**

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- Finance & Audit Committee meetings will be held on a regular basis, at least three times a year at appropriate times in the reporting and audit cycle, and otherwise as determined by the Finance & Audit Committee Chair or Chief Executive Officer.
- With the agreement of the Chief Executive Officer, the Chair of the Finance & Audit Committee may obtain external voluntary resources to assist with the work of the Committee.
- Committee meetings and activities must be minuted.
- The Chair of the Finance & Audit Committee will present reports to the Board, as necessary, on the activities of the Finance & Audit Committee along with recommendations in relation to financial planning and management of variations to budget.
- In the absence of the Chair of the Committee, the Chief Executive Officer shall chair the meetings and present reports to the Board.
- The Chair of the Finance & Audit Committee shall annually conduct an assessment of the effectiveness of individual Committee members and report these to the Chief Executive Officer, and;
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

## **Duties & Responsibilities of the Committee**

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- To liaise closely with the Bowls SA Board and Committees and Bowls Australia on relevant financial matters.
- In the preparation of the annual budget, to review and challenge where necessary any proposed expenditure items put forward by a Bowls SA department or Committee.
- To formulate a draft budget, considering recommendations for affiliation fees, for consideration by the Bowls SA Board.
- To regularly review and identify significant variations to income revenue in areas such as grants, partners and sponsorships, affiliation and, if necessary, recommend target adjustments to the budget.
- To regularly review and identify, where appropriate, envisioned expenditure estimates to ascertain if savings can be made.
- To acknowledge, when confirmation is received, savings to expenditure items which will not be proceeding and recommend transference of the amount into an alternate expenditure item or budget savings account.
- To ensure that all financial policies and procedures in relation to the areas of responsibility of the Finance & Audit Committee are adhered to with due consideration to State and Federal laws and regulations.

## **Major Interactions**

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- Bowls SA Finance Director/Independent Director
- Chief Executive Officer
- Business Services Manager
- Operations Manager
- Bowls SA Board



# Coaching & Junior Development Committee

## Terms of Reference

The objectives of the Coaching & Junior Development Committee are:

1. To ensure that the Bowls Australia National Coaching Accreditation Scheme (NCAS), Bowls SA Accreditation and Development Seminars, and other areas of support for coaches are expertly planned, scheduled, delivered and reviewed.

The Committee works closely with the NCAS / National Officiating Accreditation Scheme (NOAS) coordination in all aspects of Coach Education.

2. To promote junior development programs and assist in the planning, preparation, conduct and review of all junior development programs and associated activities to ensure that access is provided to new junior bowlers to easily enter the sport, and to ensure that elite player pathways are available for young bowlers.

## Key Responsibilities

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### Coaching

- To oversee the creation and implementation of the strategic direction, policies and procedures of coaching in South Australia;
- To oversee the National Coaching Accreditation Scheme (NCAS) courses conducted by Bowls SA Assessors and Presenters;
- To arrange and conduct Club Coaching clinics for Member Clubs in South Australia;
- To create as deemed appropriate, or upon request, coaching programs and resources to be available to Bowls SA members; and
- To assist in the training and development of all Bowls SA coaches by creating specific courses and hosting regular revision days in South Australia.

### Junior Development

- To promote the establishment of junior development programs in all Regions of Bowls SA.
- To provide a safe coaching and competition environment for participants in junior development programs.
- To provide, through the Coaching Committee and Operations Staff, quality support to coaches and officials in each Junior Development program, including resources and training programs.
- To define minimum standards of operation for Junior Development programs including committee structures and coaching standards.
- To liaise with the Bowls SA Selection Panel to enable the best performed young bowlers to be nominated for selection in the Under 18 Squads.
- To conduct state-wide junior events and activities.
- To liaise with schools to maximise promotion of junior development programs as a means for on-going participation for school students.

- To assist in the conduct and development of school clinics and programs.

### **Membership of the Committee**

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than eight members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Committee shall be appointed by the Board.

Members of the Committee are expected to:

- Have sufficient knowledge, training and/or expertise in the area of coaching and coach education in bowls (and where appropriate in other sports) and in the management of bowls for developing junior players, including where necessary, a Working with Children Check, to enable them to discharge their duties and, where required, challenge the information presented by fellow Committee members and Clubs;
- Have a good knowledge of Bowls SA and its activities in South Australia;
- Have a capacity to devote the required time and attention to carry out the activities of the Committee including travel;
- Display a willingness and ability to communicate regularly and openly with Member Clubs and their coaches;
- Be prepared to meet with and learn from other experts in coaching, coach education management of volunteers and experts in junior sports, and
- Have no significant commercial coaching relationship which would compromise their involvement with Bowls SA coaching activities during their term on the Committee.

### **Meetings of the Committee**

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- Coaching and Junior Development Committee meetings will be held on a regular basis as determined by the Committee Chair;
- With the agreement of the Chief Executive Officer, the Chair of the Committee may obtain external voluntary resources to assist with the work of the Committee;
- Committee meetings and activities must be minuted;
- The Chair of the Committee will present reports to the Board as necessary on the activities of the Committee along with recommendations in relation to planning and management of coach education programs and support for coaches generally;
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

### **Duties & Responsibilities of the Committee**

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- To be responsible for ensuring that Bowls SA has an adequate pool of qualified Bowls Australia NCAS Presenters and Assessors through which to deliver quality NCAS Courses throughout South Australia;
- To work with the NCAS/NOAS Coordinator to ensure that all aspects of course management are being completed in a timely fashion;
- To liaise with Bowling Clubs, identified in the State-wide Audit of Facilities as 'hub' Clubs, regarding the outfitting of their premises with suitable resources to enable provision and delivery of Coaching Accreditation, Reaccreditation and Development Seminars across South Australia.
- To liaise with Region Tutors to ensure that coaches and potential coaches are properly educated in modern coaching methods through Introductory and higher level NCAS courses;
- To be responsible for ensuring that the policies and procedures in relation to NCAS accreditation and reaccreditation are clearly communicated and managed;

- To liaise closely with Bowls Australia and the National Coaching Committee and Junior Development personnel on matters of relevance,
- To coordinate the nomination and voting process for the 'Coach of the Year Award' to meet timelines for the annual Bowls SA Awards night.
- To make recommendations through the Committee Chair and NCAS/NOAS Coordinator to the Board on all matters relating to coach education.
- To liaise closely with Presenters & Assessors to ensure that coaches' needs are being addressed and met.
- To assess the validity and appropriateness of the various coach education programs conducted in South Australia;
- To assist in the conduct and development of school clinics and programs.
- To collaborate with schools to maximise promotion of the Junior Development programs to school students.
- To ensure that qualified coaches have access to coaching programs, resources and education specific to working with children and teenagers.
- To identify and recommend to the Board, appropriately skilled coaches for further development as elite coaches.
- To provide recommendations via the Operations Team to assist the Board in ensuring that Junior Development programs are operating as leading bowls development programs in South Australia.

In seeking to achieve these objectives the Coaching and Junior Development Committee will:

- Make recommendations through the Committee Chair to the Bowls SA Officiating Advisory Group in relation to any proposed amendments to the Laws of the Sport of Bowls, specific to coaching and/or juniors.
- Make recommendations to the State Event Committee in relation to Conditions of Play, competition formats or any policies applying to the conduct of championship events arising from matters relating to coaching standards, policies or procedures which specifically apply to coaching and/or junior competitions.
- Ensure that all manuals, resources, forms, policies and procedures in relation to the areas of responsibility of the Coaching and junior Development Committee are made available so that they can be distributed as required.
- Ensure that any matters that may lead to the convening of a disciplinary hearing are made known to the Chief Executive Officer as a matter of urgency
- Consult regularly with the bowls community and experts in the field in relation to coach education and associated matters.
- Make recommendation to the Chief Executive Officer through the Operations Team on policies and procedures in relation to all junior development programs to ensure that standards of operation are clearly defined and measured annually.
- Produce appropriate documentation to be provided to each Junior Development Program Coordinator to assist them in their structures, policies and procedures, including Codes of Conduct, requirements for Working with Children Checks, obligations as Mandated Notifiers under the Child Protection Act (1993) (SA), and the Bowls SA Member Protection Policy.
- Work with the appropriate Committees, including the State Event Committee and the State Selection Panel to ensure that the Conditions of Play under which Under 18 players are competing are relevant and accurate as a pathway program.
- Liaise closely with schools to ensure strong linkages between school promotions and activities and local Junior Development programs; and
- Liaise closely with the State Selection Panel to ensure that talented Under 18 players are known to them.

## Major Interactions

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- Bowls SA Operations Manager
- Bowls SA Relationship Officer
- Member Clubs
- Bowls Australia National Coaching Committee
- Bowls Australia Accredited Assessors and Presenters
- Bowls SA Accredited Coaches
- Bowls Australia Junior development
- Bowls SA Board
- Bowls SA Officiating Advisory Group
- Bowls SA State Event Committee
- Potential Coaches and Presenters
- Parents / Caregivers of Junior Bowlers



## Officials Advisory Group

### Terms of Reference

The objective of the Officials Advisory Group is to ensure that the Bowls Australia National Officiating Accreditation Scheme (NOAS), Bowls SA Accreditation, Reaccreditation and Revision Seminars and Workshops and other areas of support for Officials are expertly planned, scheduled, delivered and reviewed. The Advisory Group is also responsible for the identification and appointment of Officials for Bowls SA Events. The Advisory Group works closely with the Relationship Officer and NOAG/National Officiating Accreditation Scheme (NOAS) Coordinator in all aspects of Officiating education.

#### Key Responsibilities:

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- To be responsible for liaising with Area Official Co-ordinators to ensure that Officials and potential Officials are properly educated in the interpretation of the Laws of the Sport of Bowls and other officiating skills, such as measuring.
- To be responsible for implementing Bowls Australia officiating courses and procedures for the accreditation and reaccreditation of Officials, including the introduction of Bowls Australia NOAS Courses.
- To promote and maintain a panel of International Technical Officers (ITO) to be used at major Bowls SA events.
- To liaise closely with Bowls Australia and the National Officiating Committee on matters of relevance.
- To promote the role of the Official in our sport.
- To annually set Key Performance Indicators (KPIs) for each Area Officiating Co-ordinator; regularly assessing their performance throughout the year and, where necessary, offering guidance and assistance.

#### Membership of the Advisory Group

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than seven members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Officials Advisory Group will be a representative of the Board who has knowledge of officiating including holding a current accreditation. If this requirement is not met the Board will elect a chair from the members of the group.

Members of the Officials Advisory Group are expected to:

- have sufficient knowledge, training and/or expertise in the area of officiating and official education in bowls (and where appropriate in other sports) to enable them to discharge their duties and, where required, challenge the information presented by fellow Official Advisory Group members and Member Clubs;
- have a good knowledge of Bowls SA and its activities in the areas within the jurisdiction of Bowls SA;

- have a capacity to devote the required time and attention to carry out the activities of the Officials Advisory Group;
- display a willingness and ability to communicate regularly and openly with Member Clubs and their Officials;
- be prepared to meet with and learn from other experts in officiating, official education and management of volunteers, and
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Official Advisory Group.

### **Meetings of the Advisory Group**

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- Official Advisory Group meetings will be held as determined by the Official Advisory Group Chair and scheduled to correspond with timelines for key tasks;
- With the agreement of the Chief Executive Officer the Chair of the Official Advisory Group may obtain external voluntary resources to assist with the work of the Official Advisory Group;
- Official Advisory Group meetings and activities must be minuted;
- The Chair of the Official Advisory Group will present to the Board reports on the activities of the Official Advisory Group along with recommendations in relation to planning and management of official education programs and support for officials generally;
- The Board shall annually assess the effectiveness of individual Official Advisory Group members and report these to the Chief Executive Officer and the Board, and
- Changes in personnel, roles or responsibilities of the Official Advisory Group shall be determined by the Board.

### **Duties & Responsibilities of the Officials Advisory Group**

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- to ensure that all Club Officials have access to:
  - quality Bowls Australia NOAS and other accredited Bowls Australia courses;
  - quality Official Seminars and Workshops
  - reaccreditation programs as required;
- to liaise closely with Area Umpire Co-ordinators to ensure that Officials' needs are being addressed and met;
- to ensure that Assessors and Presenters are available for seminars and for other education programs throughout South Australia;
- to assess the validity and appropriateness of the various official education programs conducted in South Australia;
- to provide recommendations to assist the Board in ensuring that information impacting upon the quality of officiating programs is available to the Board, including matters related to Bowls Australia Courses and procedures, but also Bowls SA seminars and other initiatives.

In seeking to achieve these objectives, the Official Advisory Group will:

- make recommendations in relation to any proposed amendments to the Laws of the Sport of Bowls, Conditions of Play, competition formats or any policies applying to the conduct of championship events arising from matters relating to umpiring standards, policies or procedures;
- ensure that all current manuals, resources, forms, policies and procedures in relation to the areas of responsibility of the Official Advisory Group are made available so that they can be distributed in a timely manner;
- provide recommendations and advice through the Operations Manager in relation to any matters pertaining to the Laws of the Sport of Bowls, procedures or State and Championship events;

- ensure that any matters that may lead to the convening of a disciplinary hearing are made known to the Chief Executive Officer and Operations Manager as a matter of urgency.

### **Major Interactions**

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- Bowls SA Relationship Officer
- Bowls Australia National Officiating Committee
- Bowls SA Region Educators and/or Presenters & Assessors
- Bowls SA Accredited Officials and Officials candidates
- Bowls SA State Event Committee
- Bowls SA Operations Manager
- Bowls SA Member Clubs



## Seniors Committee

### Terms of Reference

The objectives of the Seniors Committee are to:

- support the Bowls SA Staff in relation to the planning, preparation, implementation and review of all aspects of the Seniors Supa Series, and
- support the State Senior Selection Panel by identifying eligible players to represent South Australia in the annual National Seniors Championships.

These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

### Key Responsibilities:

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- Regularly review the format of Seniors Supa Series competition to ensure it provides a sustainable competition structure that meets the needs of players;
- Determine the Seniors Supa Series Conditions of Play for the forthcoming season;
- Prepare the annual calendar and all related matters for Seniors Supa Series events in liaison with State Event Managers;
- Review annually the format and commercial viability of Seniors Supa Series events and make recommendations for change, as necessary, to the Board of Bowls SA;
- Liaise with the Operations Manager to prepare a budget, for submission and consideration by the Board, for a South Australian representative side to participate in the National Seniors Championships;

### Membership of the Committee

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than eight members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Seniors Committee shall be appointed by the Board.

Members of the Committee are expected to:

- have sufficient knowledge, training and/or expertise in the management of events to enable them to discharge their duties and, where required, challenge the information presented by fellow Committee members and Member Clubs;
- have a reasonable knowledge of Bowls SA and its activities in SA;
- have a capacity to devote the required time and attention to carry out the activities of the Committee;
- display a willingness and ability to communicate regularly and openly with Member Clubs, Associations and other key stakeholders;
- be prepared to meet with and learn from other experts in event management, and
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Committee.

## **Meetings of the Committee**

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- Seniors Committee meetings will be held on a regular basis as determined by the Committee Chair and where necessary in consultation with the Bowls SA Staff and Operations Manager, and scheduled to correspond with timelines for key tasks;
- Committee meetings and activities must be minuted;
- The Chair of the Committee will present to the Board reports on the activities of the Seniors Committee along with recommendations in relation to planning and management of events;
- The Chair of the Committee shall annually assess the effectiveness of individual Committee members and report these to the Chief Executive Officer and ultimately the Board, and
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

## **Duties & Responsibilities of the Committee**

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The Seniors Committee's primary responsibilities are:

- to ensure that, a suitable person is appointed to safely and efficiently manage the off-green management (including catering, accommodation, transport and equipment) of the Senior Side participating in a National Seniors Championship event;
- to provide reports and recommendations via the Operations Manager to assist the Board in ensuring all aspects of selection, training and participation for the Seniors Side are being appropriately met.
- to provide reports and recommendations via the Bowls SA Staff Officer to assist the Board in ensuring that the quality of Seniors Supa Series events is maintained and where possible modified and improved.
- To assist in the management and conduct of promotional events and other events as required.

In seeking to achieve these objectives, the Seniors Committee will:

- establish clear procedures, timelines and protocols for the areas of event management for which the Operations Manager is responsible;
- establish in consultation with the Operations Manager budgets for areas of event management for which the Committee is responsible;
- make recommendations through the Chair of the Committee on matters relating to the format, planning and preparation for these competitions;
- consult regularly with the bowls community and experts in the field in relation to staging of championships and major events.
- Liaise with the Development Officer to provide the physical support required to set up and conduct designated Seniors Supa Series events.

## **Major Interactions**

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- Bowls SA Staff
- State Senior Selection Panel
- Bowls SA Operations Manager
- Event Management Volunteers
- Bowls SA Officiating Committee
- Bowls SA Member Clubs



## State Selection Panel

### Terms of Reference

The objective of the State Selection Panel is to assist the Operations Manager in relation to the planning, preparation, implementation and review of all aspects of State Side Selection. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

- To develop for Bowls SA, through liaison with Bowls Australia, the SA Government and the South Australian Sports Institute, accurate policies and procedures in relation to:
  - Elite Athlete Policy and Procedure documents;
  - ASADA Policy and Procedure documents (Anti-Doping Codes and Procedures); and
  - Player Agreement templates.
- To inform all levels of bowls in South Australia of the policies and procedures through which talented athletes can access selection into State Squads and State Sides.
- To develop through consultation with other State and Territories a schedule of planned Test matches prior to the commencement of each season. The panel also needs to be available for national events as required.
- To attend a number of selection trials where invited players will be provided the opportunity to display their talents in front of the Selectors.
- To select squads from which State representative sides will be selected.
- To have representation at the Test matches, Pennants and other major events on the Bowls SA calendar so that the abilities of bowlers other than those in the selected squads can be assessed and reported upon.
- Through the State Side Managers provide, to the Operations Manager, reports for submission to the Board on the performance of all State Sides at each event.
- Select suitably qualified bowlers to represent South Australia in the National Seniors Championships;

#### Membership of the Panel

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The Panel is appointed by the Board for a two-year term with optional extension by mutual agreement and shall consist of:

6 (six) State Selectors;

6 (six) Senior State Selectors;

It is the preferred position of Bowls SA that selectors do not come from the same club unless special circumstances are evident. with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified.

No more than 1 (one) independent Under 18 Selector in addition to the Under 18 Coach/es automatically appointed as selectors.

The Chair of the State Selection Panel shall be appointed by the Board, if no appointment is made the role will be filled by the Bowls SA Operations Manager.

Members of the Panel are expected to:

- have sufficient knowledge, training and/or expertise in the coaching, playing, management or selection at elite levels of bowls performance to enable them to discharge their duties and, where required, challenge the information presented by fellow Panel members and Member Clubs;
- have a good knowledge of Bowls SA and its activities in South Australia;
- have a capacity to devote the required time and attention to carry out the activities of the Panel;
- display a willingness and ability to communicate regularly and openly with Associations and Member Clubs, their selection committees and players;
- be prepared to meet with and learn from other experts in areas of elite performance selection, and
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Panel.

### **Meetings of the Panel**

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- The Selection Panel meetings will be held on a regular basis as determined by the State Selection Panel Chair in consultation with the Operations Manager, and scheduled to correspond with timelines for key tasks;
- With the agreement of the Chief Executive Officer, the Operations Manager may obtain external voluntary resources to assist with the work of the Selection Panel;
- Panel activities may be minuted;
- The Operations Manager will present to the Board reports on the activities of the Selection Panel along with recommendations in relation to planning and management of elite performance squads and sides;
- The Chair of the Panel shall annually assess the effectiveness of individual Panel members and report these to the Operations Manager, and ultimately the Board; and
- Changes in personnel, roles or responsibilities of the Panel shall be determined by the Board.

### **Duties & Responsibilities of the Panel**

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The Selection Panel's primary responsibilities are:

- to ensure that all policies and procedures relating to areas of selection of state squads and sides are accurate, up-to-date, and communicated effectively to all relevant areas of the bowls community in South Australia;
- to develop transparent and valid procedures and systems through which talented athletes have a clear means to be identified, assessed, progressed and invited into State Squads and State Sides;
- to ensure that all players, officials and managers are fully informed of their legal and ethical obligations when being selected to represent Bowls SA and that such commitments are thoroughly documented and agreed to;
- to provide to the Board through the Operations Manager recommendations and reports in relation to all areas of State Squad and Side Selection.

In seeking to achieve these objectives, the Selection Panel will:

- make recommendations or comments through the Operations Manager regarding:

- any proposed amendments to the Laws of the Sport of Bowls, Conditions of Play, competition formats or any policies applying to the conduct of championship events;
- any changes to policies and procedures as they apply to Squad and Side Selection, including Player Agreement documents;
- make recommendation through the Operations Manager to the State Event Committee and any other Bowls SA Committees on matters relating to the planning and preparation for events by these Committees;
- ensure that all forms, policies and procedures in relation to the State Selection Panel operations are made available so that they can be distributed in a timely manner by the Operations Manager;
- ensure that any matters that may lead to the convening of a disciplinary hearing are made known to the Chief Executive Officer as a matter of urgency; and
- consult regularly with the bowls community and experts in the field in relation to selection and associated matters.

### **Major Interactions**

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- Bowls SA State Coaches
- Bowls SA Operations Manager
- Bowls SA Officiating Advisory Group
- Bowls SA State Event Committee
- Bowls SA Regional Selection Committees
- Bowls SA Member Clubs



## State Event Committee

### Terms of Reference

The objective of the State Event Committee is to assist the Operations Manager and Relationship Officer in relation to the planning, preparation, conduct and review of allocated Bowls SA events. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

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- Assist Bowls SA staff in the distribution of pennant supplies and tournament scorecards to metropolitan and country clubs;
- Conduct, as required, audits to determine players' eligibility and ensure compliance with the Laws of the Sport and Conditions of Play;
- Prepare the annual calendar of state events in liaison with Metropolitan and Country representation for approval by the Board of Bowls SA
- Review annually the format of State events and make recommendations for change, as necessary, to the Board of Bowls SA.
- Prepare Conditions of Play for State events.
- Nominate suitably qualified bowlers, for approval by the Board of Bowls SA, to an Appeals Committee, to consider any protests received arising from incidents in Bowls SA events and to apprise the Board of decisions taken; and
- Allocate greens for all Bowls SA State events.

#### Membership of the Committee

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The Committee should be appointed by the Board every 2 years from nominations received, with the option of extension by mutual agreement, and shall consist of no more than eight members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified.

The Chair of the State Event Committee shall be appointed by the Board.

Members of the Committee are expected to:

- have sufficient knowledge, training and/or expertise in the management of bowls events to enable them to discharge their duties and, where required, challenge the information presented by fellow Committee members and Member Clubs;
- have a reasonable knowledge of Bowls SA and its activities in SA;
- have a capacity to devote the required time and attention to carry out the activities of the Committee;
- display a willingness and ability to communicate regularly and openly with Member Clubs, Associations and other key stakeholders;
- be prepared to meet with and learn from other experts in event management, and

- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Committee.

### **Meetings of the Committee**

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- State Event Committee meetings will be held annually or as required, as determined by the State Event Committee Chair and where necessary in consultation with the Operations Manager, and scheduled to correspond with timelines for key tasks;
- Committee meetings and activities must be minuted;
- The Chair of the Committee will present to the Board reports on the activities of the State Event Committee along with recommendations in relation to planning and management of events;
- The Chair of the Committee shall annually conduct an assessment of the effectiveness of individual Committee members and report these to the Chief Executive Officer and ultimately the Board, and
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

### **Duties & Responsibilities of the Committee**

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The State Event Committee's primary responsibilities are:

- to ensure that designated Bowls SA events are conducted to a standard and to a budget as specified by the Operations Manager;
- to ensure that, where required, off-green management of the event (including catering, accommodation, transport and equipment) is safely and efficiently managed;
- to provide reports and recommendations via the Operations Manager to assist the Board in ensuring that the quality of State and Championship events is maintained and where possible modified and improved.
- To assist in the management and conduct of promotional events and other events as required.

In seeking to achieve these objectives, the State Event Committee will:

- establish clear procedures, timelines and protocols for the areas of event management for which the Operations Manager is responsible;
- establish in consultation with the Operations Manager budgets for areas of event management for which the Committee is responsible;
- make recommendations through the Chair of the Committee on matters relating to the format, planning and preparation for these competitions;
- ensure that any matters that may lead to the convening of a disciplinary hearing are made known to the Operations Manager as a matter of urgency;
- consult regularly with the bowls community and experts in the field in relation to staging of championships and major events.
- Liaise with the Operations Manager to provide the physical support required to set up and conduct designated Bowls SA events.

### **Major Interactions**

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- Bowls SA Operations Manager
- Bowls SA Relationship Officer
- Bowls SA Events Staff and Volunteers
- Bowls SA Member Clubs and Associations
- Bowls SA Officiating Panel



## Hall of Fame & Life Member Committee

### Terms of Reference

The objective of the Hall of Fame & Life Member Committee is to provide recommendations to the Board regarding the criteria for induction into the Bowls SA Hall of Fame, assess the nominations received and recommend annually the nominees for induction into the Hall of Fame. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

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- Regularly review the Hall of Fame & Life Member criteria for athletes to ensure the status of the award is preserved through recognition of the highest level, most respected and celebrated sports men and women who have made a significant contribution to the sport in South Australia and possibly Nationally.
- Regularly review the Hall of Fame & Life Member criteria for general members to ensure the status of the award continues to recognise a high level of achievement through personal effort or initiative, contribution to the development and status of the sport at State, National or International level.
- Recommend to the Board annually the nominees for induction.

#### Membership of the Committee:

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than five members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Committee shall be appointed with the Board's approval

The Chair of the Committee can appoint positions for the Committee from Board Members or members affiliated with Bowls SA with Board approval.

Members of the Committee are expected to:

- have a good knowledge of Bowls SA and its activities;
- have a broad knowledge of the elite level of the sport, a comprehensive understanding of officiating and all facets of the governance of the sport across all levels to enable informed decisions to be made;
- have a capacity to devote the required time and attention to carry out the research and activities of the Committee.

#### Meetings of the Committee:

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- Hall of Fame & Life Member Committee meetings will be held as determined by the Hall of Fame Chair, and scheduled to correspond with timelines for key tasks;
- Committee meetings and activities must be minuted;

- The Hall of Fame & Life Member Committee Chair will present to the Board reports on the decisions of the Committee along with recommendations in relation to inductees;
- The Hall of Fame & Life Member Committee Chair shall annually conduct an assessment of the effectiveness of individual Committee members and report these to the Chief Executive Officer, and
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

#### **Duties & Responsibilities of the Committee:**

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The Hall of Fame & Life Member Committee's primary responsibilities are:

- to ensure that all Hall of Fame Hall of Fame & Life Member nominations received are fully researched and considered, taking into account all aspects of the criteria;
- to recommend to the Board nominees for induction into the Hall of Fame & Life Membership;
- Advise the approved nominees of their selection and details of the induction.

In seeking to achieve these objectives, the Hall of Fame & Life Member Committee will:

- ensure the Hall of Fame & Life Member criteria and nomination forms are readily available to all members and Member Clubs.
- Set a closing date for nominations and make this known to all members and Member Clubs.

#### **Major Interactions:**

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- Bowls SA Operation Manager
- Bowls SA Member Clubs
- Bowls SA Board
- Bowls SA Chief Executive Officer



## Protest & Appeals Tribunal

### Terms of Reference

The objective of the Protest & Appeals Tribunal is to provide a Hearing's Panel of three members, as appointed by the Chief Executive Officer, to hear any protests that may be lodged and having examined the evidence presented give a decision against or supporting the protest. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

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- Examining any submitted written protest to ensure the validity.
- Setting a date, time and place for a hearing and advising the relevant parties either directly or through the Chief Executive Officer.
- Setting the penalty in the case of a protest being upheld.
- Advising the relevant parties of the findings of the Hearing Panel.
- Recording the details and findings of any protest proceedings.

#### Membership of the Protest Tribunal

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The members of the Protest Tribunal are appointed by the Board annually and shall consist of no more than 12 members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified.

There shall be no Chair of the Protest Tribunal.

Members of the Protest Tribunal are expected to:

- have sufficient knowledge of pennants and other competitions to allow them to discharge their duties in a professional manner, based solely on the facts presented and in accordance with the principles of natural justice.
- have a sound knowledge of the Bowls SA Constitution, rules, regulations and By-Laws, Bowls SA policies, Laws of the Sport, Member Club rules and regulations and Bowls SA activities in South Australia generally.
- have a capacity to devote the required time and attention to carry out the activities as a member of a Hearings Panel when appointed to a specific hearing.
- ideally, have some knowledge of correct legal proceedings.
- display a willingness and ability to communicate openly with persons involved in any hearing.
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the panel.

## **Meetings of the Protest Tribunal**

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- Members of the Protest Tribunal will meet on an “as needs basis”, as determined by the Chief Executive Officer or upon three members of the Protest Tribunal requesting a meeting through the Chief Executive Officer and scheduled to correspond with timelines for key tasks.
- With the agreement of the Chief Executive Officer, the members of the Protest Tribunal may obtain external advice to assist with the work of the Tribunal.
- Any meetings and activities of the Protest Tribunal members are to be minuted and any recommended changes to procedures submitted to the Chief Executive Officer for subsequent consideration by the Board.
- The Protest Tribunal members will present to the Chief Executive Officer reports on their activities, with recommendations for improved efficiencies and modifications to competition rules.
- The Chief Executive Officer shall annually conduct an assessment of the effectiveness of individual Tribunal members and report these to the Board.
- Changes in personnel, roles or responsibilities of the Tribunal shall be determined by the Board.

## **Duties & Responsibilities of the Protest Tribunal**

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The Protest Tribunal’s primary responsibilities are:

- to ensure availability of at least three members for duty of a Hearing Panel and that such members do not have a conflict of interest in any hearing that may be called.
- to ensure that just and fair hearings are conducted in accordance with Bowls SA Constitution, the By-Laws and Policies and that natural justice is accorded parties involved.

In seeking to achieve the objectives of the Protest Tribunal, the Members will:

- make recommendation through the Chief Executive Officer to the Board in relation to any recommended amendments to the rules for competition and or hearing procedures or any policies applying to dealing with protests.
- consult regularly with the Chief Executive Officer on matters relating to protest hearings.

## **Major Interactions**

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- Bowls SA Chief Executive Officer
- Bowls SA State Event Committee
- Bowls SA Officiating Advisory Group
- Bowls SA Policy, Constitution & By-Law Committee
- Bowls SA Board
- Bowls SA Operations Manager



## Policy, Constitution & By-Law Committee

### Terms of Reference

The objective of the Policy, Constitution & By-Law Committee is to provide advice through the Executive Assistant to the Board regarding the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies to ensure all are current and appropriate. These terms of reference refer to the Bowls SA By-Laws Section 3 (Committees).

#### Key Responsibilities:

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- To review, as required, the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies;
- To receive and consider Notices of Motion to alter the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies and to submit recommendations thereto for approval by the Board;
- When so requested, to provide interpretation of the Bowls SA Constitution and By-laws for approval by the Board; and
- To provide assistance and advice to Associations and Member Clubs in the review of their regulations, constitutions or policies in conjunction with the Regional Bowls Managers as and when requested.

#### Membership of the Committee

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The Committee is to be appointed by the Board from nominations received and shall be appointed for a two-year term with optional extension by mutual agreement. The Committee shall consist of no more than five members with a 40% gender balance. In the case of this balance not being achieved, the Board of Bowls SA has the ability to appoint or leave the position vacant until such a candidate has been identified. Terms will be from September to August.

The Chair of the Policy, Constitution & By-Law Committee shall be appointed by the Board.

Members of the Committee are expected to:

- have sufficient knowledge, training and/or expertise in the area of policy, legal and/or constitutional documents to enable them to adequately fulfil their duties;
- have a reasonable knowledge of Bowls SA and its activities in SA;
- have a capacity to devote the required time and attention to carry out the activities of the Committee;
- display a willingness and ability to communicate regularly and openly with Member Clubs, Associations and other key stakeholders;
- be prepared to meet with and learn from other experts in policy management, constitutions and legal documents; and
- have no significant commercial relationship which would compromise their involvement with Bowls SA activities during their term on the Committee.

## **Meetings of the Committee**

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- Policy, Constitution & By-Law Committee meetings will be held as determined by the Chair of the Committee in consultation with the Executive Assistant, and scheduled to correspond with timelines for key tasks;
- Committee meetings and activities must be documented;
- With the agreement of the CEO, the Chair of the Committee may obtain external voluntary resources to assist with the work of the Committee;
- The Chair of the Committee will present to the Board reports on the activities of the Policy, Constitution & By-Law Committee with recommendations in relation to Notices of Motion, planning and review of documentation as required;
- The Chair of the Committee shall annually conduct an assessment of the effectiveness of individual Committee members and report these to the Chief Executive Officer and ultimately the Board, and
- Changes in personnel, roles or responsibilities of the Committee shall be determined by the Board.

## **Duties & Responsibilities of the Committee**

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The Policy, Constitution & By-Law Committee's primary responsibilities are:

- to ensure that the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies are reviewed annually;
- to receive and consider Notices of Motion to alter the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies and to submit recommendations thereto for approval by the Board;
- when requested, to provide interpretations of the Bowls SA Constitution, By-Laws, Model Rules and Regulations for Associations, Model Constitution for Member Clubs, and Bowls SA Policies;
- to provide assistance and advice to member Clubs & Associations in the review of their Constitutions, by-laws and policies as and when requested.

## **Major Interactions**

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- Bowls SA Chief Executive Officer
- Bowls SA Board