



DEVELOPMENT AND COMMUNICATION GROUP

TERMS OF REFERENCE

1. Authority

- 1.1 The Development & Communications Group (DCG) is authorised by the Board of Directors of BowlsWales to conduct its business in accordance with the Terms of Reference set out below.
- 1.2 The National Governing Bodies (NGBs) control and administer the sport of bowls in Wales.

2. Purpose of the DCG

- 2.1 To support NGBs to inspire the growth and development of bowls in Wales
- 2.2 To work in a collaborative manner, ensuring its Members are part of Development and Communications work.

3. Key Objectives

To raise the profile of Bowls in Wales in order to:

- 3.1 Unite the sport through positive and professional two-way communication amongst the NGBs and BowlsWales
- 3.2 Make audiences aware of the role of BowlsWales and its activities in collaboration with its Members
- 3.3 Ensure a good understanding of the work of the organisation to achieve a confidence in BowlsWales among its Members and stakeholders
- 3.4 Communicate effectively encouraging dissemination of information using regular and appropriate methods
- 3.5 Ensure Members are well informed and able to be involved in the governance and management of BowlsWales
- 3.6 Increase participation and develop more coaches, umpires and volunteers in collaboration with its Members
- 3.7 Implement a public and media relations programme to maximise opportunities to build the image of Bowls and increase visibility in collaboration with its Members
- 3.8 Source future sponsorship and other relevant funding in collaboration with its Members
- 3.9 Plan and deliver programmed promotional campaigns to raise awareness, increase the coach, umpire and volunteer base and maximise new member potential in collaboration with its Members

- 3.10 Keep the Bowls community up to date about activities, competitions and news, thus creating a desire to be more involved in collaboration with its Members
- 3.11 Advocacy to Sport Wales and other key stakeholders
- 3.12 To ensure that BowlsWales promotes equality in all their procedures and supports its Members to do the same
- 3.13 To ensure that BowlsWales complies with the Welsh language standards and supports its Members to do the same.
- 3.14 Set the vision, mission and objectives for the development and communication of bowls in Wales
- 3.15 Set Key Performance Indicators (KPI's) to monitor the NGB Development and Communications Plan (NGBDCP)
- 3.16 Set the values and behaviours in line with BowlsWales Board of Directors that are to be associated with the NGBDCP and its activities
- 3.17 Support and monitor the delivery of the NGBDCP by the accountable person
- 3.18 Consider and approve where appropriate variations to the NGBDCP
- 3.19 Measure progress of the NGBDCP against agreed KPI's
- 3.20 Ensure the timely and accurate submission of reports and returns to the BowlsWales Board of Directors by the accountable person in collaboration with its Members
- 3.21 Review the NGBDCP annually and approve the operational plan contained therein for the forthcoming year.
- 3.22 Agree and monitor the Annual Budget with the General Manager and Finance Director
- 3.23 Prepare a Risk Register relating to performance within the NGBDCP and ensure that these risks are effectively managed
- 3.24 Ensure that principles of good governance and management are applied to the business of the DCG
- 3.25 Provide quarterly progress reports to the BowlsWales Board of Directors

4. Membership

- 4.1 DCG Membership is as follows:
 - Chair: Elected by the Group
 - Vice Chair: Elected by the Group
 - (number remains silent) representatives from its Members, with relevant experience agreed by the BowlsWales Board of Directors
 - Board of Directors representative(s)
 - Co-opted members to the DCG as required based on experience and skill set
 - The Development Manager (or accountable persons)
- 4.2 Role of Chair.
The Chair is accountable for:

- Leading the DCG and liaising with the Director responsible for Development and Communication
- Demonstrating, through action and understanding, the values and behaviours of the BowlsWales Board of Directors
- Building an effective DCG with complementary skills and annually evaluate the DCG performance
- Managing the business of the DCG to provide clear direction and focus
- Setting the agenda and style of DCG discussions to enable effective decision making and challenging debate in DCG meetings
- Ensuring the DCG receives accurate and timely information on which to base decisions, consider risk and provide direction and advice
- Leading the DCG in monitoring the delivery of the NGBDCP

4.3 Observer Status.

In addition to the Sport Wales Senior Officers and Staff Member(s), there may be occasions when others with specific skills and knowledge, are invited to attend the DCG in a similar capacity. Observer status shall be defined as:

- Attend DCG meetings but not vote
- Receive the same papers as DCG members in advance of meetings
- Participate in the debate when invited to do so by the Chair, but not seek to influence the outcome
- Distribute papers with the permission of the Chair
- Comply with the rules of the meetings and the expected behaviours of the DCG members, including in respect of confidentiality
- Be eligible for co-option to assist the work of the DCG where appropriate

5. **Frequency of Meetings**

5.1 Meetings will normally be held monthly but may be called as required in the event of the need to conduct exceptional business. A majority of DCG members shall be able to invite the Chair to call a meeting at reasonable notice at any time if they believe there is a valid reason for doing so.

6. **Conduct of Meetings**

6.1 The agenda shall be agreed between the Chair of the DCG and the accountable person, sent out with any supporting papers, a minimum of 7 days in advance of the meeting. The group's members should also be able to suggest items to include on the agenda.

6.2 A minimum of 6 of the voting members must be present for a meeting to take place.

6.3 Only in exceptional circumstances will a meeting be held when the Chair is unavailable. In such circumstances, the meeting will be

chaired by the Vice Chair (or by the accountable person if not possible)

- 6.4 The record of the meeting will be taken by the Development Manager or (nominated person) and circulated through the Chair to the group members and NGB Secretaries within 7 days of the meeting
- 6.5 Dates will be set for the calendar year in the first instance. A longer-term timetable may be put in place with key milestones identified. This calendar to sit in accord with the BowlsWales Board of Directors Calendar
- 6.6 To ensure that all meetings are effective all members shall agree to abide by the following principles:
 - To work together in the spirit of collaboration to achieve the best outcome for the NGBDCP and those who are a part of it
 - To be committed to the NGBDCP and the pursuit of increased participation and development of bowls in Wales
 - That all group members' contributions will be of equal status
 - To make it a priority to attend meetings
 - To come to meetings prepared and having consulted as necessary
 - To show respect for differing views
 - Development and Communication decisions made at the meeting will be final and adhered to
 - Development and Communication decisions made will be communicated through the agreed channels and in a timely manner

7. Decision making

- 7.1 Decisions will be sought by consensus. Each DCG member has one vote with the Chair holding the casting vote in the event of the consensus not being reached.

BowlsWales is fully committed to the principles of the equality of opportunity and responsible for ensuring that no job applicant, employee, volunteer, child, young person, Team Wales competitor or official receives less favourable treatment on the grounds of age, gender, colour, disability, ethnicity, race, parental or marital status, nationality, religious belief, political persuasion, social background or sexual preference.