



# **Forestville Hockey Club (FHC) Board & Sub-committees Roles & Responsibilities and Terms of Reference**

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**FHC Board**

**2020 - 2022**

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## ii. Contents

1. Purpose of this document .....	3
2. Purpose of this restructure.....	3
3. Club Management .....	4
3.1. Forestville Hockey Club (FHC) Board .....	4
4. Sub- Committees, Coordinators & Other representatives .....	6
4.1. Sub- Committees .....	6
4.2. Coordinators & Other representatives.....	8
5. Organisational Structure .....	11
6. Roles and Responsibilities .....	12
6.1. President Role Description .....	12
6.2. Women's & Men's Vice-President.....	14
6.3. Treasurer .....	16
6.4. Secretary.....	18
6.5. Junior Coordinator.....	19
6.6. Operations Manager.....	20
6.7. Hockey Director .....	21
6.8. General Board Member.....	22
7. Appendix.....	23
7.1. Terms of Reference .....	23
7.1.1. The Board ToRs.....	23
7.1.2. Operations Sub-Committee ToRs .....	24
7.1.3. Playing & Coaching Development Sub-Committee ToRs .....	24
7.1.4. Junior Sub-Committee ToRs .....	24
7.1.5. Finance Sub-Committee ToRs.....	24
7.1.6. Social Events, Fundraising & Sponsorship Sub-Committee ToRs .....	24
7.1.7. Facilities Sub-Committee ToRs .....	24
7.1.8. Umpiring Sub-Committee ToRs .....	25

## 1. Purpose of this document

The aim of this document is to define Forestville Hockey Club's (FHC) Organisational Structure, Governance, Terms of Reference and roles and responsibilities. This will enable FHC Board to improve its focus on the strategic aspects of the Club, in particular the long-term development and success.

A range of sub-committees and volunteer positions will be accountable to the Board, however, the responsibility for the actual task of running the operations of the Club is delegated to an ensemble of targeted and focussed groups.

Appendix 7.1 provides the template for the Terms of Reference (ToR) for the FHC Board and sub-committees. ToR will be developed by the relevant committees in their first meeting in 2020 and will be endorsed by the FHC Board. This document will be updated to reflect the approved Terms of Reference.

## 2. Purpose of this restructure

This document outlines a restructure of the current FHC Board. The intention of this restructure is to ensure that the club has the appropriate processes, systems and people in place to support effective decision making.

FHC is about to embark on the transition to Women's Memorial Playing Fields and it is anticipated that FHC will be working under a new operational model in partnership with other stakeholders. The 2019 Board has identified limitations of the current organisational structure and sub-optimal governance.

*'It is commonly accepted that governance structures have a significant impact on the performance of sporting organisations. Poor governance has a variety of causes, including director inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting. Ineffective governance practices not only impact on the sport where they are present, but also undermine confidence in the Australian sports industry as a whole.'* (The Australian Sports Commission)

The 2019 FHC Board has identified a number of deficiencies in terms of poor on field results, lack of strategic planning, limited transparency, average financial performance and inadequate volunteers.

This document proposes an organisation structure that will support effective governance, improve leadership and enhance FHC reputation and integrity. Additionally it will ensure transparency, accountability to optimise performance and manage risk.

If adopted this plan will require a number of changes to be made to the current club constitution, which would be presented for approval at the 2019 AGM.

It is essential the FHC Board implements these changes prior to the 2020 season in preparation for transition to the Women's Memorial Playing Fields in 2021.

### 3. Club Management

#### 3.1. Forestville Hockey Club (FHC) Board

Under the Forestville Hockey Club's Constitution of the Club, management is undertaken by the FHC Board. The Board comprises of up to 10 Members – 8 elected and 2 appointed.

It is anticipated that the Board meets at least bi-monthly (every two months), and may meet more frequently throughout the season as required. Sub-committees will meet in the off month and will provide a progress report to the Board.

The designated positions identified in the Constitution and a brief description of their roles is as follows:

<b>Position</b>	<b>Role</b>
<b>President</b>	<ul style="list-style-type: none"> <li>• Chair meetings of the Board</li> <li>• Represent the Club externally</li> <li>• Accountable for the implementation of effective governance, accountability and transparency</li> </ul>
<b>Vice President – Women</b> <b>Vice President – Men</b>	<ul style="list-style-type: none"> <li>• The key contact for liaison with Playing Members</li> <li>• Lead Strategic reform, monitoring performance and review</li> <li>• Ensure teams are properly resourced</li> <li>• Represent the President in their absence</li> </ul>
<b>Secretary</b>	<ul style="list-style-type: none"> <li>• Public Officer</li> <li>• Primary contact for communications with Hockey SA</li> <li>• Control incoming and outgoing mail</li> <li>• Manage and control all internal and external club correspondence</li> <li>• Minute Management Meetings, or delegates as required</li> </ul>
<b>Treasurer</b>	<ul style="list-style-type: none"> <li>• Prepare and maintain financial budgets and statements</li> <li>• Submit an audited financial statement to the Annual General Meeting</li> <li>• Prepare and maintain appropriate financial records in accordance with good accounting practice and the law</li> <li>• Receive all monies and cause these to be banked promptly</li> <li>• Invoice and collect payments</li> <li>• Pay accounts</li> <li>• Make all disbursements by cheque signed by at least two members of the Board (is this required to be described)</li> </ul>
<b>Junior Coordinator</b>	<ul style="list-style-type: none"> <li>• Act as the conduit between the Board and the Junior Committee</li> <li>• Chair and co-ordinate the Junior Sub-Committee</li> <li>• Coordination of junior teams, events and communication with parents and carers</li> <li>• Accountable for implementation of the Child Safe Policy</li> <li>• Report Junior Sub-Committee activities to the Board</li> </ul>
<b>General Board Member</b> <b>(2 positions)</b>	<ul style="list-style-type: none"> <li>• General Board members will support the Board with strategic and/ or operational matters</li> <li>• This role will assist in the implementation and development of new policies and procedures, and will provide relevant updates</li> </ul>

<p><b>Operations Manager</b></p>	<ul style="list-style-type: none"> <li>• Oversee the day to day operations of the club</li> <li>• Assist in maintaining a player database</li> <li>• Club contact person for Hockey SA clearance, permit and appeals issues</li> <li>• Oversight of Facilities and Equipment Manager, Bar and Canteen Manager, Umpiring Coordinator, Social Events &amp; Fundraising Coordinator. Establish scope and drive targets for these roles to deliver benefit for our club.</li> <li>• Work closely with the Assistant Secretary on the membership database; use this to track registered players. Throughout the season monitor players 'current team' status and ensure that only eligible players are selected.</li> <li>• Develop / Review Team Manager's handbook annually</li> <li>• Apply for and write grant submissions</li> <li>• Arrange team uniforms with uniform supplier and retailer</li> </ul>
<p><b>Hockey Director</b></p>	<ul style="list-style-type: none"> <li>• Provide coaching support, training and advice to coaches</li> <li>• Utilise their experience and the experiences of state players in promoting current State, National and International thinking, strategies and games plans</li> <li>• Establish an overarching playing philosophy/style for the Men's and Women's programs that can be implemented and adapted across all levels of the club</li> <li>• Provide specialist trainings (individual or group) as required</li> <li>• Develop a coaching manual that can be adapted and utilised at all senior and junior levels (Systems, positions, drills)</li> <li>• Promote Coaching Accreditation</li> <li>• Ensure that there is a clear junior pathway to senior teams</li> <li>• Identify talented players to be developed, promoted to higher grades and encourage to participate in Hockey SA State programs</li> <li>• Ensure that the Premier League &amp; Metro 1 Women's and Men's goals align with the club expectations in regard to development and performance</li> <li>• Review playing and coaching performance of the club and report any gaps and improvement strategies to the Board</li> <li>• Position to be appointed by the Board</li> </ul>

A detailed description of the above roles and responsibilities is outlined in Section 6 of this document.

## 4. Sub- Committees, Coordinators & Other representatives

### 4.1. Sub- Committees

This section provides a summary of the over-arching Sub-Committees, together with the ToRs which are provided as an Appendix. The Sub-Committees are accountable to the Board; however, the responsibility for the actual task of running the operations of the Club is delegated to an ensemble of targeted and focussed groups. This will enable the Board to focus on strategy, development and success.

Sub-Committee	Description	Members	Frequency
<b>Operations Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Ensure all members are registered and databases maintained</li> <li>• Promotes recruitment and registration, reports on membership numbers, any reason for growth of declining numbers</li> <li>• Promotes volunteer involvement in the club</li> <li>• Promote and report on how sponsorship, fundraising and donations are tracking against targets</li> <li>• Ensure key messages, events, is effectively communicated</li> <li>• Ensure umpiring training and allocation is undertaken</li> <li>• Report Bi-Monthly to Board</li> </ul>	<p><b>Chair:</b> <i>Co- Chair, Operations Manager and Assistant Treasurer</i></p> <p><b>Members:</b></p> <ul style="list-style-type: none"> <li>• Secretary</li> <li>• Membership Secretary</li> <li>• Bar and Canteen Manager</li> <li>• Social – Coordinator</li> <li>• Sponsorship Coordinator</li> <li>• Umpiring Coordinator</li> <li>• Communications Coordinator</li> </ul>	Bi-Monthly (once every 2 months)
<b>Playing and Coaching Development Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Tracks and improves FHC playing and coaching performance</li> <li>• Implements overarching playing philosophy/style for the Men's and Women's programs</li> <li>• Implements a player development strategy</li> <li>• Implements specialist trainings (individual or group) as required</li> <li>• Implements coaching manual that can be adapted and utilised at all senior and junior levels (Systems, positions, drills)</li> <li>• Is responsible for coaching development and coaching guide</li> <li>• Provides coaching support</li> <li>• Responds to players needs and will enhance the player environment across all levels of seniors and juniors</li> <li>• Selection committee (as required)</li> <li>• Develops player retention and recruitment strategies</li> <li>• A Bi-Monthly report will be provided to the FHC Board regarding how performance is tracking and identifying any issues</li> </ul>	<p><b>Chair:</b> <i>Co-chair Hockey Director, Female or Male Vice President</i></p> <p><b>Members:</b></p> <ul style="list-style-type: none"> <li>• Male &amp; Female Vice President</li> <li>• Snr Player Development Coordinator</li> <li>• Jnr Player Development Coordinator</li> <li>• Fitness, Performance &amp; Conditioning Coordinator</li> <li>• Women's Premier League &amp; Metro 1 Squad Coach</li> <li>• Men's Premier League &amp; Metro 1 Squad Coach</li> <li>• Other Snr/Jnr Coaching Representatives as required</li> <li>• Snr Women's Player Representative</li> <li>• Snr Men's Player Representative</li> <li>• Jnr Parent Representative</li> </ul>	Bi-Monthly (once every 2 months)

<b>Junior Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Management and coordination of junior teams and junior team social events</li> <li>• Management and coordination of junior player recruitment and development activities in conjunction with Hockey Director</li> <li>• Conduit for feedback from junior parents, coaches and managers to the Junior Sub-Committee</li> <li>• Ensure all Childsafe and Working with Children Check processes and policies are complied with</li> </ul>	<b>Chair:</b> <i>Junior Coordinator</i> <b>Members:</b> <ul style="list-style-type: none"> <li>• Parent representatives from all junior age groups</li> <li>• Child Protection Officer</li> <li>• Club members with an interest in junior player development</li> </ul>	Monthly
<b>Finance Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Management and coordination of club finances and budgets</li> <li>• Book keeping</li> <li>• Management of payments</li> <li>• Management of financial reporting</li> </ul>	<b>Chair:</b> <i>Treasurer</i> <b>Members:</b> <ul style="list-style-type: none"> <li>• Assistant Treasurer</li> <li>• Sponsorship &amp; Donations Coordinator</li> <li>• Social Events &amp; Fundraising Coordinator</li> <li>• Other members co-opted as required</li> </ul>	As required
<b>Social Events, Fundraising &amp; Sponsorship Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Coordinate, promote and implement annual social events program around hockey fixtures and other key dates</li> <li>• Develop FHC Fundraising strategy, aligning to strategic targets</li> <li>• Develop sponsorship (not tax deductible) and donation (tax deductible) packages</li> <li>• Management, promotion and oversight of sponsorship implementation</li> <li>• Bi-Monthly report to Board regarding fundraising, donations and sponsorship tracking and performance</li> </ul>	<b>Chair:</b> <i>Co- Chaired, Social Events &amp; Fundraising Coordinator and Sponsorship Coordinator</i> <b>Members:</b> <ul style="list-style-type: none"> <li>• Social Events, Fundraising &amp; Sponsorship Representative(s)</li> </ul>	Bi-Monthly (once every 2 months)
<b>Facilities Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Ensure the Club has access to the best possible facilities for playing, spectating and socialising.</li> <li>• Ensure that FHC strategic direction aligns with future site operating model</li> <li>• Responsible for hire agreements and training schedules and bookings</li> <li>• Ensure facilities and equipment are in good working order</li> </ul>	<b>Chair:</b> <i>Pitch Committee Coordinator</i> <b>Members:</b> <ul style="list-style-type: none"> <li>• Board Representative</li> <li>• Treasurer</li> <li>• Pitch Committee, Representative</li> <li>• Facilities &amp; Equipment Manager</li> </ul>	As required
<b>Umpiring Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Allocates player umpires to matches (using “best fit” strategy); schedules umpiring seminars for player umpires; facilitates training/supervision for junior/beginning umpires.</li> </ul>	<b>Chair:</b> <i>Umpiring Coordinator</i> <b>Members:</b> <ul style="list-style-type: none"> <li>• Co-Opt Volunteers as required</li> </ul>	As required

## 4.2. Coordinators & Other representatives

The purpose of the Co-coordinators and other representatives is to support the effective and efficient operations of the Forestville Hockey Club. The Coordinators and representatives may sit on the Sub-Committees or have the responsibility of running an ongoing task as delegated by the Board. A summary of the Coordinators and other representatives have been described below.

<b>Role</b>	<b>Description</b>
<b>Assistant Treasurer</b>	<ul style="list-style-type: none"> <li>Assist the Treasurer with reporting and other duties as required</li> <li>Co-Chair Operational Sub- Committee and provide report to The Board on financial tracking</li> </ul>
<b>Sponsorship &amp; Donations Coordinator</b>	<ul style="list-style-type: none"> <li>Co -Chair, Social Events, Fundraising &amp; Sponsorship Sub-Committee</li> <li>Develop Sponsorship Packages and manage business relationships</li> <li>Develop tax deductible donation strategy</li> <li>Monitor and track Sponsorship and donations against performance targets</li> </ul>
<b>Facilities &amp; Equipment Manager</b>	<ul style="list-style-type: none"> <li>Ensures that training times are scheduled and coordinated with team coaches and manages, and within agreed budget.</li> <li>Ensure facilities and equipment is within good working order</li> <li>Assists with grant application and prepare FFE lists required for the future relocation to WMPF (works with the Pitch Committee)</li> </ul>
<b>Pitch Committee Coordinator</b>	<ul style="list-style-type: none"> <li>Has the oversight for the transition to the WMPF. Works closely with the Pitch Committee members to ensure that the design and facilities meet the strategic needs of FHC</li> <li>Works with Pitch Committee/ Board to ensure the future operating of the site meets FHC future needs</li> <li>Works with external stakeholders and user groups to build effective relationships</li> <li>Secures grants and funding, through councils, grants, etc. to support the relocation of the club</li> <li>Responsible for communication to FHC members and community when appropriate</li> </ul>
<b>Bar and Canteen Manager</b>	<ul style="list-style-type: none"> <li>Responsible for ensuring the canteen and bar are opened and stocked for events as required</li> </ul>
<b>Social Events &amp; Fundraising Coordinator</b>	<ul style="list-style-type: none"> <li>Co -Chair, Social Events, Fundraising &amp; Sponsorship Sub-Committee</li> <li>Coordinate social events and fundraising</li> <li>Prepare a programme of the social events for the season and organise those events</li> <li>Organise the end of season presentation function and organise 'host days' for club sponsors</li> <li>Oversee and allocate social events &amp; fundraising activities to sub-committee representatives</li> </ul>
<b>Social Events, Fundraising &amp; Sponsorship Representative(s)</b>	<ul style="list-style-type: none"> <li>Representatives will assist in the coordination and implementation of social and fundraising events</li> <li>Representatives will support the Chair to identify events and create an annual social calendar around hockey fixtures and key dates</li> <li>They will assist in identifying donations and sponsors</li> </ul>
<b>Umpiring Coordinator</b>	<ul style="list-style-type: none"> <li>Umpiring duty allocations</li> <li>Umpiring development and training</li> </ul>
<b>Assistant Secretary &amp; Membership Coordinator</b>	<ul style="list-style-type: none"> <li>Will assist the secretary, possible successor to Secretary</li> </ul>

	<ul style="list-style-type: none"> <li>• Will take minutes at the Operational Sub-Committee and Board</li> <li>• Maintains the clubs membership database</li> <li>• Manages registration, dual registration and clearances</li> <li>• Will develop an Induction pack for new club members</li> </ul>
<b>Communications Coordinator</b>	<ul style="list-style-type: none"> <li>• Ensure communications channels to members are established and maintained throughout the year</li> <li>• Lift the club's profile within the local community</li> <li>• Prepare regular electronic newsletter, and communications with past members</li> <li>• Manage Social media</li> <li>• Co-Ordinate the website officer, to ensure the website is properly maintained</li> </ul>
<b>Website Officer</b>	<ul style="list-style-type: none"> <li>• Responsible for the updating and maintaining the website throughout the year</li> </ul>
<b>Child Safe Officer</b>	<ul style="list-style-type: none"> <li>• Provides FHC with strategic and operational advice pertaining to any child protection or child safe related matters</li> <li>• Maintains and updates FHC Child Safe Environment: Information for coaches and managers Policy</li> <li>• Maintains and updates FHC Working with Children Checks Register</li> <li>• Ensures all team coaches and managers have Police Clearances in line with Hockey SA Child Safe Procedure and hold a valid Working with Children Check (WWCC) issued by Department of Human Services</li> <li>• Position to be appointed by the Board</li> </ul>
<b>Jnr Committee Representative(s)</b>	<ul style="list-style-type: none"> <li>• Provide input to decision making re team composition and nominations, junior coach and team manager appointments, team training times and locations prior to the season</li> <li>• Assist in management of all junior coaching and team manager equipment for distribution to teams</li> <li>• Resolve any coach or player issues that arise during the season</li> <li>• Organise junior social events such as Family Day, team social events and end of season presentation events</li> </ul>
<b>Junior Parent Representative</b>	<ul style="list-style-type: none"> <li>• Junior Parent representative to provide a carer/parent's perspective of FHC development, coaching and needs of families</li> <li>• Advocate for Junior's and families and pathways for juniors</li> <li>• Encourages families and juniors to participate in senior programs</li> <li>• Promotes Junior Academy and development programs</li> <li>• Conduit for any parent issues or concerns, that are not directly raised to the Management or Junior Committee</li> </ul>
<b>Senior Player Development Coordinator</b>	<ul style="list-style-type: none"> <li>• Develop and implement a player development program with the Hockey Director</li> <li>• Utilise the experiences of state players in promoting current State, National and International thinking, strategies and games plans in line with the Hockey Director's expectations</li> <li>• Provide additional support to all senior coaches, including attending trainings to assist with individual and team skill development (as required)</li> <li>• Assist in identifying talented seniors who may be ready for promotion to higher grades</li> <li>• Reports to the Hockey Director</li> </ul>

<b>Junior Player Development Coordinator</b>	<ul style="list-style-type: none"> <li>Responsible for overseeing the Junior Development Academy and working with the Hockey Director to identify appropriate skilled coaches to run academy and development programs.</li> <li>Junior talent identification, and performance improvement strategies</li> <li>Develops junior skills assessment program with Hockey Director</li> <li>Undertakes groups and individual skills development</li> <li>Development systems for junior (all standards)</li> <li>Transition to senior programs (all standards)</li> <li>Supports Junior coaches and teams</li> <li>Reports to the Hockey Director</li> </ul>
<b>Premier League &amp; Metro 1 Squad Women's Coach</b>	<ul style="list-style-type: none"> <li>Directly accountable for game day performance of the clubs Premier League Women's Team and Metro 1's team ( or next highest graded team who will be treated as the clubs reserves team)</li> <li>Adhere to club selections policy, with particular emphasis on communications with players and fellow coaches</li> <li>Commits to the full season coaching all games and attending all training sessions. Understanding sometimes absence is unavoidable</li> <li>Creates a positive learning experience for our players teaching them modern skills and strategies</li> <li>Has achieved or plans to achieve formal coaching qualifications (Level 2 or above)</li> <li>Attends Playing and Coaching Development Sub- Committee meetings to maintain alignment with Hockey Director and other Coaches</li> <li>Appointed by the Board</li> <li>Reports to, Hockey Director or Board member if the Hockey Director is vacant. The Board will determine the reporting structure</li> </ul>
<b>Premier League &amp; Metro 1 Squad Men's Coach</b>	<ul style="list-style-type: none"> <li>Directly accountable for game day performance of the FHC Men's Premier League Team and Metro 1 team ( or next highest graded team who will be treated as the clubs reserves team)</li> <li>Adhere to club selections policy, with particular emphasis on communications with players and fellow coaches</li> <li>Commits to the full season coaching all games and attending all training sessions. Understanding sometimes absence is unavoidable</li> <li>Creates a positive learning experience for our players teaching them modern skills and strategies</li> <li>Has achieved or plans to achieve formal coaching qualifications (Level 2 or above)</li> <li>Attends Playing and Coaching Development Sub- Committee meetings to maintain alignment with Hockey Director and other Coaches</li> <li>Appointed by the Board</li> <li>Reports to, Hockey Director or Board member if the Hockey Director is vacant. The Board will determine the reporting structure</li> </ul>
<b>Fitness, Performance and Conditioning Coordinator</b>	<ul style="list-style-type: none"> <li>Responsible for establishing fitness and performance preparation for Senior PL/M1 squads, in collaboration with Hockey Director and senior coaches</li> <li>Establishing programs that are specific to athletes abilities, age and role</li> <li>Developing warm-up, match preparation that are consistent but adaptable to all senior and junior grades</li> <li>Develop fitness, preparation and support to elite juniors</li> </ul>
<b>Senior Women's &amp; Men's Players Representative</b>	<ul style="list-style-type: none"> <li>Represent the views of players to the 'Playing and Coaching Development Sub-Committee' and to the Board</li> <li>Provide feedback to enhance members playing experience at Forestville Hockey Club</li> <li>Conduit for direct communication with players regarding the club's strategic direction, social events, fundraising and opportunities to be involved in the club</li> <li>Contact for any player concerns or issues that require attention of the Board or Sub-Committees</li> </ul>



## 6. Roles and Responsibilities

### 6.1. President Role Description

<b>Position</b>	President
<b>Primary Responsibility</b>	<i>The President is responsible for the overall management of the Club and all of its operations</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 3 hours per week. Please allow an extra 2 hours on the weeks that there is a Board meeting *
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Oversee the operations of the Club</li> <li>- Represents the Club externally, including, but not limited to, liaising with and attending meetings with third parties on behalf of the Club</li> <li>- Co-ordinates the activities of the Board</li> <li>- Represent the club, its philosophies and direction, including having a good understanding of the Club constitution, Club rules, policies and the duties of all office holders and the various sub-committees</li> <li>- Ensures that the Club and members comply with legislative requirements, policies, procedures and manuals</li> <li>- Be the first point of contact, along with the Secretary, for all matters relating to Hockey SA, Hockey Australia and relevant government bodies</li> <li>- Ensure complaints and disputes are investigated, resolved in a timely manner and responded to in accordance with club policies and procedures</li> <li>- To be well informed of all Club activities including its financial position, future direction, programs run, who is charge same programs and the number of teams / players at the Club</li> <li>- Be a supportive leader to all club members and listen to all members' issues, suggestions or queries</li> <li>- Attend the majority of Club functions</li> <li>- Attend the majority of Board meetings</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Good leadership qualities.</li> <li>- Strong communicator</li> <li>- A good listener who will be able to listen to a large number of people with a variety of backgrounds and also summarise the main points of a discussion</li> <li>- Ability to delegate tasks</li> <li>- Be able to work effectively as part of a team</li> <li>- Be a motivator, who encourages and recognises the work of the various committees and all club volunteers</li> <li>- Some public speaking abilities</li> </ul>	

<b>Desirable Skills</b>
<ul style="list-style-type: none"><li>- Experience in leading a team or in a management position</li><li>- Qualifications in management and/or leadership</li><li>- Previous experience on Boards or Executive Committees</li><li>- A strong grasp of the game of hockey and the management of associations is desirable but not essential</li></ul>
<b>How the role may benefit you</b>
<ul style="list-style-type: none"><li>- Opportunity to increase your leadership capabilities</li><li>- Increase your experience in the management of people (volunteers), governance, risk management, dispute resolution (mediation), financial accountability, marketing, social events and fundraising</li><li>- Increase ability to deal with a variety of internal and external stakeholders</li><li>- Increase your communication skills</li><li>- Allow development of public speaking skills in a relaxed environment</li><li>- Access to meeting new people and developing new connections and friendships based on a common interest</li><li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li><li>- Opportunity make your mark on the history of the Club</li><li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li></ul>

## 6.2. Women's & Men's Vice-President

<b>Position</b>	Women's and Men's Vice-President
<b>Primary Responsibility</b>	<i>The Vice-President's is to shadow the President. The Vice-President's will provide strategic leadership and support the President in the oversight of the Board</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 2 hours per week. Please allow an extra 2 hours on the weeks that there is a Board meeting *
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- In the event of the President being unable to fulfil his/her duties to step into that role</li> <li>- In the absence of the President, one of the Vice Presidents will: <ul style="list-style-type: none"> <li>- Chair Committee meetings, general meeting including the Annual General Meeting as Required</li> <li>- Act as a spokesperson and representative of the Club, as required</li> <li>- Ensure all responsibilities of the President are undertaken</li> </ul> </li> <li>- Represent the Club at meetings and forums as agreed with by the President</li> <li>- Be an alternate signatory for the Club for legal purposes and financial purposes</li> <li>- Assist the President in deciding which matters are dealt with by the Board or are to be delegated to Sub-Committees</li> <li>- Coordinate Club planning to ensure appropriate plans are developed, presented to and reviewed by the Board, and enacted as required</li> <li>- Other duties as nominated by the President and / or Board</li> <li>- Represents the Club, its philosophies and strategic direction, including having a good understanding of the Club constitution, Club rules, policies and the duties of all office holders and the various sub-committees</li> <li>- Be a point of contact for Hockey SA, Hockey Australia and other government bodies.</li> <li>- To be well informed of all Club activities including its financial position, future direction, programs run, who is charge same programs and the number of teams / players at the Club</li> <li>- Be a supportive leader to all Cub members and listen to all members' issues, suggestions or queries</li> <li>- Ensure that Good Governance is implemented through all levels of the club</li> <li>- Attend the majority of Club functions</li> <li>- Attend the majority of Board meetings</li> <li>- The Women's or Men's Vice-President may succeed the President</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Able to provide oversight and delegate tasks</li> <li>- Able to develop strong relationships internally and externally</li> <li>- Willing to step in for the President where needed including chairing meetings</li> <li>- Be forward thinking and committed to meeting the overall goals of the Club</li> <li>- Able to work effectively as part of a team</li> <li>- Good leadership qualities</li> <li>- Strong communicator</li> <li>- Able to work collaboratively with other Board and Sub-committee Members</li> <li>- Good listener and attuned to the interests of members and other interest groups</li> <li>- Be a good role model and a positive image for the Club</li> <li>- Good public speaking abilities</li> </ul>	

<b>Desirable Skills</b>
<ul style="list-style-type: none"> <li>- Experience in leading a team or in a management position</li> <li>- Qualifications in management and/or leadership</li> <li>- Previous experience on Boards or Management committees</li> <li>- A strong grasp of the game of hockey and the management of associations is desirable but not essential</li> </ul>
<b>How the role may benefit you</b>
<ul style="list-style-type: none"> <li>- Opportunity to increase your leadership capabilities</li> <li>- Increase your experience in the management of people (volunteers), governance, risk management, dispute resolution (mediation), financial accountability, marketing, social events and fundraising</li> <li>- Increase your ability to deal with a variety of internal and external stakeholders</li> <li>- Further develop your communication skills</li> <li>- Allow development of public speaking skills in a relaxed environment</li> <li>- Networking opportunities and developing new connections and friendships based on a common interest</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> <li>- Opportunity make your mark on the history of the Club</li> <li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li> </ul>

### 6.3. Treasurer

<b>Position</b>	Treasurer
<b>Primary Responsibility</b>	<i>The Treasurer is responsible for the overall financial management of the Club</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 4 hours per week from February to October, with less commitment from November to January Please allow an extra 2 hours on the weeks that there is a Board meeting*
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Prepare budget and cash flow projections for the upcoming season detailing all sources of income and expenditure, for review and approval by the Board</li> <li>- Maintain accurate financial records (including MYOB or other electronic financial records) and reconcile the Club's bank account</li> <li>- Regularly compare actual financial results of a given period to the budgets for the same period and provide explanations for any variances and recommendations for any action required to the Board, in a timely manner.</li> <li>- Prepare invoices and receipt vouchers as required</li> <li>- Be the signatory on Club cheques and other bank documents (with at least one other Committee Member)</li> <li>- Correspond with outstanding debtors, including but not limited to player subscriptions and Club sponsors</li> <li>- Promptly deposit any cash or cheques received by the Club into the Club's bank account</li> <li>- Maintain a working level of petty cash, including preparation of petty cash for fundraising and social activities</li> <li>- Correspond with players in relation to any fee waiver requests</li> <li>- Liaise with the Secretary and Team Secretary in relation to players in Hockey SA database who have not paid their yearly subscription</li> <li>- Prepare annual financial accounts for auditing and provide the auditor with information as required</li> <li>- Ensure annual returns are filed with the relevant Government department of the state, if required.</li> <li>- Maintain the Club's ATO registration and monitor any ATO compliance required</li> <li>- Manage the Club's investments (e.g. the pitch fund)</li> <li>- Prepare and present regular financial statements for the Board to be tabled at Board meetings, and report on any financial concerns</li> <li>- Acquit funds received from Government grants where applicable</li> <li>- Coordinate and compile Annual Report along with Secretary &amp; other relevant Board members</li> <li>- Maintain a register of the Club's assets and liabilities</li> <li>- Represents the Club, its philosophies and direction, including having a good understanding of the Club constitution, Club rules, policies and the duties of all office holders and the various sub-committees</li> <li>- Be a supportive leader to all Club members</li> <li>- Attend the majority of Club functions</li> <li>- Attend the majority of Board meetings</li> <li>- Delegate tasks to appropriate people (e.g. the Treasurer may engage an undergraduate bookkeeping assistant)</li> </ul>	

<b>Personal Attributes</b>
<ul style="list-style-type: none"> <li>- Bookkeeping, accounting or other financial experience (desirable)</li> <li>- Experience with budgets and financial control</li> <li>- Capable of handling figures or cash</li> <li>- Strong attention to detail</li> <li>- Good communicator</li> <li>- Be trustworthy and impartial</li> <li>- Strong organisation skills.</li> <li>- Ability to work in a logical and orderly manner</li> <li>- Good interpersonal skills</li> <li>- Think clearly and positively</li> <li>- Ability to maintain confidentiality on relevant matters</li> <li>- Ability to make sure decisions are implemented</li> <li>- Able to work effectively as part of a team</li> </ul>
<b>Desirable Skills</b>
<ul style="list-style-type: none"> <li>- Qualifications in Accounting, Financial Management or other related Tertiary Qualification</li> <li>- Previous experience on Boards or Management Committees</li> </ul>
<b>How the role may benefit you</b>
<ul style="list-style-type: none"> <li>- Increase your experience in the management of people (volunteers), governance, risk management and executive administration skills</li> <li>- Experience in managing Club finances and preparing annual reports</li> <li>- Increase your ability to deal with a variety of internal and external stakeholders</li> <li>- Further develop your communication skills</li> <li>- Networking opportunities and developing new connections and friendships based on a common interest.</li> <li>- Increased exposure with state and national peak bodies (HSA and Hockey Australia), local council staff (Unley Council), sponsors and other stakeholders</li> <li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li> </ul>

## 6.4. Secretary

<b>Position</b>	Secretary
<b>Primary Responsibility</b>	<i>The Secretary is responsible for the management of communications between the Club and all external parties, particularly Hockey SA and Local Councils</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 6 hours per week. Please allow an extra 2 hours on the weeks that there is a Board meeting *
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Central Point of Contact for the Club directing enquiries as appropriate</li> <li>- Point of contact from club to Hockey SA</li> <li>- Check and clear PO Box</li> <li>- Handle and record incoming and outgoing correspondence</li> <li>- Co-ordinate Monthly Management and Annual General Meetings</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Well Organised</li> <li>- Able to take or reply to phone calls during working hours</li> <li>- Strong communicator</li> </ul>	
<b>Desirable Skills</b>	
<ul style="list-style-type: none"> <li>- Experience on a Board, management committee or experience in administration</li> </ul>	
<b>How the role may benefit you</b>	
<ul style="list-style-type: none"> <li>- Opportunity to increase your planning and organisation skills.</li> <li>- Increase ability to deal with a variety of internal and external stakeholders</li> <li>- Increase your communication skills</li> <li>- Access to meeting new people and developing new connections and friendships based on a common interest</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> <li>- Opportunity make your mark on the history of the oldest hockey club in Australia</li> </ul>	

## 6.5. Junior Coordinator

<b>Position</b>	Junior Coordinator
<b>Primary Responsibility</b>	<i>The Junior Coordinator is responsible for the management of the club's junior teams</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 5 hours per week. Please allow an extra 2 hours on the weeks that there is a Board meeting *
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Oversee the junior program of the Club</li> <li>- Chair of meetings of the junior committee</li> <li>- Co-ordinates the activities of the junior committee</li> <li>- Liaise with Hockey SA on Junior Competition, representing Forestville Hockey Clubs interests</li> <li>- Lead the Hookin2Hockey Schools Program</li> <li>- Assist in the development of the Forestville Hockey Academy</li> <li>- Assist Hockey Director with the selection of junior's coaches and ensure that all Club policies and Rules are complied with during that selection process, especially in relation to Child Safe</li> <li>- Assist Hockey Director and Junior Player Development Coordinator with the selection of junior's players to teams</li> <li>- Assist the Treasurer with collection of Fees from Junior members</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Well Organised</li> <li>- Good communicator</li> <li>- Strong Delegation skills</li> </ul>	
<b>Desirable Skills</b>	
<ul style="list-style-type: none"> <li>- Experience on a Board or Management Committee</li> </ul>	
<b>How the role may benefit you</b>	
<ul style="list-style-type: none"> <li>- Opportunity to increase your leadership capabilities</li> <li>- Increase ability to deal with a variety of internal and external stakeholders</li> <li>- Access to meeting new people and developing new connections and friendships based on a common interest</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> <li>- Opportunity make your mark on the history of the Club</li> <li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li> </ul>	

## 6.6. Operations Manager

<b>Position</b>	The Operations Manager
<b>Primary Responsibility</b>	<i>The Operations Manager is responsible for the management of all off-field non- financial operations of the club to ensure all coaches and players can perform to their best on-field</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 4 hours per week
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Oversee the operational running of the Club</li> <li>- Club contact person for Hockey SA clearance, permit and appeals issues</li> <li>- Work closely with the Assistant Secretary on the membership database; use this to track registered players. Throughout the season monitor players 'current team' status and ensure that only eligible players are selected</li> <li>- Develop / Review Team Manager's handbook annually</li> <li>- Apply for and write grant submissions</li> <li>- Arrange team uniforms with uniform supplier and retailer</li> <li>- Oversight of Facilities and Equipment Manager, Bar and Canteen Manager, Umpiring Coordinator, Social Events &amp; Fundraising Coordinator. Establish scope and drive targets for these roles to deliver benefit for our club</li> <li>- Attend the majority of Club functions</li> <li>- Attend the majority of Board meetings</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Well Organised</li> <li>- Strong communicator</li> <li>- Ability to delegate tasks</li> <li>- Be able to work effectively as part of a team</li> <li>- Be a motivator, who encourages and recognises the work of the various committees and all club volunteers</li> </ul>	
<b>Desirable Skills</b>	
<ul style="list-style-type: none"> <li>- Experience on a Board or Management Committee</li> </ul>	
<b>How the role may benefit you</b>	
<ul style="list-style-type: none"> <li>- Increase your experience in the management of people (volunteers), governance, risk management, dispute resolution (mediation), financial accountability, marketing, social events and fundraising</li> <li>- Increase ability to deal with a variety of internal and external stakeholders</li> <li>- Increase your communication skills</li> <li>- Access to meeting new people and developing new connections and friendships based on a common interest</li> <li>- Demonstrate leadership and management skills that are transferrable to the workplace and to professional roles</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> <li>- Opportunity make your mark on the history of the Club</li> <li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li> </ul>	

## 6.7. Hockey Director

<b>Position</b>	Hockey Director
<b>Primary Responsibility</b>	<i>The Hockey Director is responsible for the performance of the coaches and players</i>
<b>Estimated time Commitment (per week)</b>	This position is expected to take approximately 6 hours per week*
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Oversee the coaching and playing performance of the Club</li> <li>- Utilise their experience and the experiences of state players and in promoting current State, National and International thinking, strategies and games plans</li> <li>- Establish an overarching playing philosophy/style for the Men's and Women's programs that can be implemented and adapted across all levels of the club</li> <li>- Represents the Club externally, including, but not limited to, liaising with and attending meetings with third parties on behalf of the Club</li> <li>- Develop coach contracts</li> <li>- Conduct routine coach reviews ( frequency to be finalised)</li> <li>- Attend senior trainings monthly to trouble shoot, or more frequently if required</li> <li>- Management of Senior and Junior Player Development Co-ordinators. Establish scope and drive targets for these roles to influence the playing ability of our club.</li> <li>- Lead the Forestville Junior Development Academy, with the Junior Development Coordinator with assistance from the Junior Coordinator</li> <li>- Work with Junior Coordinator to widen the clubs base with school hockey, develop a program for roll out of Hookin2Hockey</li> <li>- Provide specialist trainings (individual or group) as required</li> <li>- Develop a coaching manual that can be adapted and utilised at all senior and junior levels (Systems, positions, drills)</li> <li>- Promote Coaching Accreditation</li> <li>- Ensure that there is a clear junior pathways to senior teams</li> <li>- Attend senior and junior matches on an adhoc basis as required</li> <li>- Identify talented players to be developed, promoted to higher grades and encourage to participate in Hockey SA State programs</li> <li>- Ensure that the Premier League &amp; Metro 1 Women's and Men's goals align with the club expectations in regard to development and performance</li> <li>- Review playing and coaching performance of the club and report any gaps and improvement strategies to the Board</li> <li>- Position to be appointed by the Board</li> <li>- Attend the majority of Board meetings and Co-Chair the Playing and Coaching Development Sub- Committee</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Strong Hockey Background, ideally but not necessarily playing at national level</li> <li>- Understanding of contemporary hockey systems, structures and coaching methodologies</li> <li>- Continuous learner, in touch with modern trends in Hockey</li> <li>- Well versed in new technologies, capable of using them to benefit players and coaches.</li> <li>- Well Organised</li> <li>- Strong communicator</li> <li>- Motivate coaches and players alike</li> </ul>	
<b>Desirable Skills</b>	
<ul style="list-style-type: none"> <li>- Level 3 Coaching Accreditation, ideal but not essential</li> <li>- Experience coaching Premier League and/or State Representational teams</li> <li>- Coached Premierships at Premier League level</li> </ul>	

<b>How the role may benefit you</b>	
<ul style="list-style-type: none"> <li>- Opportunity to improve the performance and culture of the Oldest Hockey Club in Australia</li> <li>- Opportunity to assist our players and coaches reach their hockey goals</li> <li>- Access to meeting new people and developing new connections and friendships based on a common interest</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> </ul>	

## 6.8. General Board Member

<b>Position</b>	General Board Member (Up to two positions available)
<b>Primary Responsibility</b>	<i>To support the Board with strategic and operational projects of significant importance to FHC</i>
<b>Estimated time Commitment (per week)</b>	As a volunteer role, the position is expected to take approximately 1 hour per week, in addition to Board Meetings
<b>Key Role</b>	
<ul style="list-style-type: none"> <li>- Will support the Board with strategic and/ or operational matters</li> <li>- May take on special projects as endorsed by the Board</li> <li>- Utilise their experience and the experiences to promote FHC club</li> <li>- Will assist in the implementation and development of new policies and procedures, and will provide relevant updates</li> </ul>	
<b>Personal Attributes</b>	
<ul style="list-style-type: none"> <li>- Well Organised</li> <li>- Good communicator</li> </ul>	
<b>Desirable Skills</b>	
N/A	
<b>How the role may benefit you</b>	
<ul style="list-style-type: none"> <li>- Opportunity to be on a Board</li> <li>- Opportunity to increase your leadership capabilities</li> <li>- Access to meeting new people and developing new connections and friendships based on a common interest</li> <li>- A sense of pride, satisfaction and accomplishment when rewarded with happy members, premierships and development of people to achieve their full potential</li> <li>- Be a part of and ensure the survival of the oldest hockey club in Australia</li> </ul>	

\* Personal abilities, limitations, unforeseen events and circumstances may increase or decrease the estimate time commitment. Presidents should delegate tasks appropriately.

## 7. Appendix

### 7.1. Terms of Reference

#### 7.1.1. The Board ToRs

<To be finalised and inserted>

<b>Title:</b>	FHC Board
<b>Chair:</b>	President, Name
<b>Membership:</b>	<ul style="list-style-type: none"> <li>• President &amp; Name</li> <li>• Women's Vice President &amp; Name</li> <li>• Men's Vice President &amp; Name</li> <li>• Treasurer &amp; Name</li> <li>• Secretary &amp; Name</li> <li>• Junior Coordinator &amp; Name</li> <li>• Hockey Director &amp; Name</li> <li>• Operations Manager &amp; Name</li> <li>• General Member &amp; Name (up to two)</li> </ul>
<b>Meeting Frequency</b>	Bi- Monthly (Once every two months) or more frequently as required
<b>Reporting</b>	Minutes recorded and stored on x (note if available on website and who information is available to)
<b>Roles &amp; Responsibilities</b>	
<p>&lt;State purpose and expectations of the Board, its roles responsibilities and accountability – To be endorsed and completed 2020&gt;</p> <ul style="list-style-type: none"> <li>• Responsible for Forestville Hockey Club's Governance &amp; Accountability</li> <li>• Performance – ensure that FHC is achieving its strategic goals (playing, coaching, participation, community, safety, diversity, financial)</li> <li>• Responsible for implementation of FHC Strategic Plan</li> <li>• Improvement Strategies – Identify innovations or improvement strategies for implementation through sub-committees</li> <li>• Maintain accreditation (Star Club)</li> </ul>	
<b>Other</b>	Other information as required

### 7.1.2. Operations Sub-Committee ToRs

<To be finalised and inserted>

<b>Committee Title:</b>	Operations Sub-Committee
<b>Co-Chair:</b>	Operations Manager, Name and Assistant Treasurer, Name
<b>Membership:</b>	<ul style="list-style-type: none"><li>• Operations Manager &amp; Name</li><li>• Assistant Treasurer &amp; Name</li><li>• Secretary &amp; Name</li><li>• Membership Secretary &amp; Name</li><li>• Bar &amp; Canteen Manager &amp; Name</li><li>• Social Coordinator &amp; Name</li><li>• Umpiring Coordinator &amp; Name</li><li>• Communications Coordinator &amp; Name</li></ul>
<b>Meeting Frequency</b>	Bi- Monthly (Once every two months)
<b>Reporting</b>	Minutes recorded and stored on x (note if available on website and who information is available to)
<b>Roles &amp; Responsibilities</b>	
<i>&lt;State purpose and expectations of the Committee, its roles responsibilities and accountability – To be endorsed and completed 2020&gt;</i> <ul style="list-style-type: none"><li>• Purpose and expectations of the committee</li><li>• Identity roles, responsibilities and accountability</li></ul>	
<b>Other</b>	Other information as required

### 7.1.3. Playing & Coaching Development Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

### 7.1.4. Junior Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

### 7.1.5. Finance Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

### 7.1.6. Social Events, Fundraising & Sponsorship Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

### 7.1.7. Facilities Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

### 7.1.8. Umpiring Sub-Committee ToRs

<To be developed, endorsed and inserted 2020>

<b>Committee Title:</b>	Umpiring Sub-Committee
<b>Co-Chair:</b>	Umpiring Coordinator
<b>Membership:</b>	<ul style="list-style-type: none"><li>• Umpiring Sub-Committee</li><li>• To be confirmed</li></ul>
<b>Meeting Frequency</b>	As required
<b>Reporting</b>	Minutes recorded and stored on x (note if available on website and who information is available to)
<b>Roles &amp; Responsibilities</b>	
<i>&lt;State purpose and expectations of the Committee, its roles responsibilities and accountability – To be endorsed and completed 2020&gt;</i> <ul style="list-style-type: none"><li>• Allocate player umpires to games</li><li>• Identify skilled umpires for roles on committee, mentoring roles</li><li>• Schedule umpiring seminars for player umpires</li><li>• Mentor junior/beginner umpires</li><li>• Identify umpires who are willing to umpire regularly</li><li>• Promote player umpires to upskill and become panel umpires</li></ul>	
<b>Other</b>	Other information as required