



Committees' Terms of References, Roles and Responsibilities

Adopted by the Board February 2020

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

Contents

1.	Board.....	1
2.	Committees' Term of Reference.....	2
2.1.	Summary	2
2.2.	Governance	4
2.3.	Participation.....	4
2.4.	Competition	5
2.5.	Development	5
2.6.	Social, Fundraising & Sponsorship	6
2.7.	Communications.....	6
2.8.	Equipment & Apparel	6
2.9.	Facilities.....	7
2.10.	Junior Committee	7
2.11.	Roles not Delegated to Committees	7
3.	Committees' Specific Roles	8
3.1.	Governance	8
3.1.1.	Club Governance	8
3.1.2.	Club Planner.....	8
3.1.3.	Star Club Co-ordinator	8
3.2.	Participation	9
3.2.1.	Membership Secretary	9
3.2.2.	Recruitment Co-ordinator	9
3.2.3.	Volunteer Co-ordinator	9
3.2.4.	Child Protection Officer	9
3.3.	Competition	10
3.3.1.	Senior Competition Co-ordinator	10
3.3.2.	Junior Competition Co-ordinator	10
3.3.3.	Fixtures Co-ordinator.....	10
3.3.4.	Technical Officer	11
3.3.5.	Zone Representative	11
3.3.6.	Tournament Manager.....	11
3.3.7.	Team Coach	12
3.3.8.	Team Captain	12
3.3.9.	Team Manager	13
3.4.	Development	14
3.4.1.	Development co-ordinator.....	14
3.4.1.1.	Objective.....	14
3.4.1.2.	Role of Development Co-ordinator	14
3.4.1.3.	Specific rolls	14
3.4.2.	Player Development Co-ordinator.....	15
3.4.3.	Coaching Development Co-ordinator	15
3.4.4.	Umpiring Development Co-ordinator	15
3.4.5.	Volunteer Co-ordinator	16
3.4.6.	Junior Development Co-ordinator	16
3.5.	Social, Fundraising & Sponsorship	18
3.5.1.	Social Co-ordinator.....	18

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.5.2.	Fundraising Co-ordinator	18
3.5.3.	Sponsorship Co-ordinator	18
3.5.4.	Canteen Coordinator	19
3.5.5.	Club Dinner Co-ordinator	19
3.5.6.	Presentation Dinner Co-ordinator	20
3.6.	Communications	21
3.6.1.	Member Promotion Co-ordinator	21
3.6.2.	Public Relations Co-ordinator	21
3.6.3.	Newsletter Editor	21
3.6.4.	Social Media Administrator	22
3.7.	Equipment & Apparel.....	23
3.7.1.	Equipment Co-ordinator	23
3.7.2.	Uniform and Apparel Co-ordinator	23
3.8.	Facility.....	24
3.8.1.	Facilities Co-ordinator	24
3.9.	Junior Committee	25
3.9.1.	Junior Co-ordinator.....	25
3.9.2.	Designated positions on other Committees	25
3.9.3.	Suggested Roles covered by the Junior Committee	25
3.10.	Roles not Delegated to Committees	27
3.10.1.	Seacliff Sports Club (SSC).....	27
3.10.2.	Kauri Community and Sports Centre (KCSC)	27
3.10.3.	Facilities Ongoing Development	28
3.10.4.	Stakeholder Relationships	28

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

1. Board

Under the Constitution of the Club its management is undertaken by the Board¹. The Board comprises up to 9² Directors - 7 elected and 2 appointed. The designated positions identified in the Constitution³ and a brief description of their Roles is as follows:

Position	Role
President	<ul style="list-style-type: none">• Chair of meetings of Directors and Members• Represents the Club externally• Co-ordinates the activities of Committees
Vice President-Women Vice President-Men	<ul style="list-style-type: none">• The key contact for and liaison with Members• Lead the Competition Committee• Ensure teams are properly resourced
Secretary	<ul style="list-style-type: none">• Public Officer• Primary source of contact of communications with Hockey SA• Maintains agendas and minutes of meetings• Control incoming and outgoing mail
Treasurer	<ul style="list-style-type: none">• Prepare budgets• Maintain financial records• Prepare sales invoices• Receipt and bank receipts• Pay accounts

¹ Clause 13

² Clause 14.1

³ Clause 14.3

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

2. Committees' Term of Reference

The following sets out the over-arching Committee structure of the Club, together with the terms of references for those Committees. The 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 be able to better focus on the strategic aspects of the Club, in particular its long-term development and success.

2.1. Summary

Ref	Function	Description	Ref	Roles
2.2	Governance	Appropriate processes and systems developed and implemented to ensure the effective operations of the Club	3.1.1 3.1.2 3.1.3	Club Governance Club Planner Star Club Co-ordinator
2.3	Participation	Develop and implement strategies for the attraction, retention and development of Members	3.2.1 3.2.2 3.2.3 3.2.4	Membership Secretary Recruitment Co-ordinator Volunteer Co-ordinator Child Protection Officer
2.4	Competition	Participate in competitions supported by Hockey SA and improve the playing results of teams across all competitions and promotion of players to regional and state teams	3.3.1 3.3.2 3.3.3 0 0 3.3.6 0 0 0	Senior Competition Co-ordinator Junior Competition Co-ordinator Fixtures Co-ordinator Technical Officer Zone Representative Tournament Manager Team Coach Team Captain Team Manager
2.5	Development	Develop and implement programmes for the development of Members and improvement in performance in their chosen field of participation	3.4.1 3.4.3 3.4.4 □ 3.4.6 3.4.6	Development Co-ordinator Player Development Co-ordinator Coaching Development Co-ordinator Umpiring Development Co-ordinator Volunteer Co-ordinator Junior Development Co-ordinator

Seacliff Hockey Club Inc
Committees' Terms of References, Roles and Responsibilities

Ref	Function	Description		Roles
2.6	Social, Fundraising & Sponsorship	Develop a Club culture to provide Members with the best possible membership experience, organise social events and pursue alternative funding opportunities from fundraising and sponsorship activities	3.5.1 3.5.2 3.5.3 3.5.4 3.5.5 0	Social Co-ordinator Fundraising Co-ordinator Sponsorship Co-ordinator Canteen Co-ordinator Club Dinner Co-ordinator Presentation Dinner Co-ordinator
2.7	Communications	Ensure effective communications with Members and promote the Club to external parties	3.6.1 3.6.2 3.6.3 3.6.4	Member Promotion Co-ordinator Public Relations Co-ordinator Newsletter Editor Social Media Administrator
2.8	Equipment & Apparel	Provide Members with the best possible equipment and make available Club apparel so Members and supporters can be identified with the Club	3.7.1 3.7.2	Equipment Co-ordinator Uniform and Apparel Co-ordinator
0	Facilities	Ensure the Club has access to be best possible facilities for playing, spectating and socialising	3.8.1	Facilities Co-ordinator
2.10	Junior Committee	Ensure the junior members are properly represented within the committee structure	3.9.1 3.9.2	Junior Co-ordinator Designated positions on other Committees Work with other Club Committees through representation by Junior Committee delegates

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

2.2. Governance

To be a well-managed, the Club requires appropriate processes and systems to be developed and implemented to ensure its operations are undertaken effectively and conducted in accordance with the highest standards.

Principal Functions

- Ensure the Club adopts a progressive planning programme
- Have a Constitution that reflects current best practice
- Develop By-Laws that comprehensively sets out the requirements of functions to support the operations of the Club
- Establish a Committee structure, including terms of reference, to implement the By-Laws
- Draft the Five-year Business Plan for presentation to the Board
- Monitor milestones and targets set out in the Strategic Plan to ensure compliance
- Undertake the Star Club programme

2.3. Participation

Develop and implement strategies for the attraction, retention and development of Members.

Principal Functions

- Ensure all members are registered and the data base is maintained accurately and on a timely basis
- Develop strategies to increase the Membership of the Club
- Develop a process that surveys past Members to collect information as to the attrition of Members
- Develop a 'welcome kit' that is provided to all new members once they join the Club in liaison with Membership Secretary/Recruitment Co-ordinator
- Develop strategies to improve the involvement of Club volunteers and provide training programmes to ensure they are properly equipped to perform their Roles

2.4. Competition

Participate in competitions supported by Hockey SA and improve the playing results of teams across all competitions and promotion of players to regional and state teams.

These roles relate to the on-field operations of the Club and its teams.

Principal Functions

To ensure all the playing needs of the Club are achieved.

- At the end of each season prepare an assessment of the outcomes of the previous season
- Determine the team nominations for the following season
- Ensure that teams have Coaches, Managers and equipment
- Ensure that teams are well organised and know their programmes (e.g. playing, training, umpiring, canteen)
- Review fixturing provided by Hockey SA for completeness and correctness and convey this information to the Team Managers
- In conjunction with the Umpiring Co-ordinator, ensure team umpiring commitments are covered
- Ensure participation in competitions, including:
 - Metropolitan
 - Zone Championships

2.5. Development

Develop and implement programmes for the development of Members and improvement in performance in their chosen field of participation.

Principal Functions

- Develop and implement programmes that improve the competitive performance of the Club. This applies to players, coaches, umpires and officials.
- Utilise the Hockey Australia programmes to identify, support and get accredited Members who wish to follow a coaching or umpiring path
- Develop and conduct the Schools programme
- Implement a mentoring programme between senior players and juniors
- Develop career pathways for Members

2.6. Social, Fundraising & Sponsorship

Develop a Club culture to provide Members with the best possible membership experience, organise social events and pursue alternative funding opportunities from fundraising and sponsorship activities.

Principal Functions

- Prepare a programme of the social events for the season and organise those events
- Arrange and manage fundraising activities during the season
- Prepare the Club prospectus with the view to attracting sponsors
- Ensure the canteen is operated appropriately
- Organise the end of season presentation function
- Organise 'host days' for Club sponsors

2.7. Communications

Ensure effective communications with Members and promote the Club to external parties.

Principal Functions

- Ensure communication channels to Members are established and maintained throughout the year
- Lift the profile of the Club within the local community
- Prepare regular newsletters
- Ensure the website is properly maintained
- Manage social media

2.8. Equipment & Apparel

Provide Members with the best possible equipment and make available Club apparel so Members and supporters can be identified with the Club.

Principal Functions

- Responsible for the procurement, maintenance and control of all Club equipment
- Responsible for the procurement and control of uniforms and apparel

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

2.9. Facilities

Ensure the Club has access to the best possible facilities for playing, spectating and socialising

Principal Functions

- Ensure the pitch is maintained to the required standard, including regular cleaning
- Ensure pitch surrounds and technical bench/team dug outs are kept clean
- Organise and liaise with contractors engaged to undertake works
- Maintain register of facility keys

2.10. Junior Committee

Ensure the junior members are properly represented within the committee structure.

Principal Functions

- Oversee junior competitions (refer to 3.3.2)
- Oversee junior development (refer to 3.4.6)
- Ensure the Junior Committee has input into the activities of the Club, but without replicating the committee structure put in place.

2.11. Roles not Delegated to Committees

The following functions are not delegated to specific Committees but remain under the responsibility of the Board.

- Provide delegates to the Seacliff Sports Club⁴
- Provision of delegates to the Kauri Community & Sports Centre⁵
- Develop a plan for the improvement to the facilities and pursue avenues to realise that plan
- Ensure the relationships with key stakeholders are developed and managed (Hockey SA, Metropolitan Competitions Committee, KCSC User Group, Council)

⁴ The future of the SSC is yet to be determined. This will depend upon the final structure put in place for the management of the facility.

⁵ There is no formal structure in relation to the operation of KCSC, however the Club needs to engage with the various bodies.

3. Committees' Specific Roles

There are many and varied Roles within the Club that are required to make the Club function effectively and efficiently. Neither the list of Roles nor the detailed responsibilities are exhaustive and are prepared only as a guide to the expectations for the people undertaking the Role.

3.1. Governance

3.1.1. Club Governance

- Ensure the Regulations as required under the Constitution are maintained to reflect current best practice
- Provide a written description of the role and tasks for all positions required to effectively operate the Club
- Prepare policies to assist the Board in, and consistency of, its decision making
- As they are modified, ensure each of the above are placed on the website for Members' information

3.1.2. Club Planner

- Draft the Five-year Business Plan for presentation to the Board
- Monitor milestones and targets set out in the Business Plan to ensure compliance

3.1.3. Star Club Co-ordinator

The Star Club is a state government sponsored programme that aims to improve the governance and operation of not-for-profit organisations. It is a structured approach that allows clubs to be measured against evaluation criteria which identifies areas for development.

- Understand the programme
- Undertake the programme and identify areas that require improvement
- Develop a programme to address those areas requiring improvement and implement the programme

3.2. Participation

3.2.1. Membership Secretary

- Maintain the Club membership data base in accordance with the Privacy Principles
- Establish and operate procedures to collect, analyse and report information pertaining to the Members
- Liaise with the Secretary and Treasurer to ensure member information used is up to date
- Ensure all Members are provided access to policies of Hockey SA in relation to the codes of conduct (e.g. "Play by the Whistle") and the Club's policies set out in the Position Statements

3.2.2. Recruitment Co-ordinator

- Develop strategies to increase participation in the Club
- Undertake a survey of past players to determine why they are no longer involved in the Club
- In conjunction with the Member Promotion Co-ordinator, develop and distribute a 'welcome kit' for all new Members

3.2.3. Volunteer Co-ordinator

Volunteers are essential to the success of the Club and it is therefore necessary to ensure that they are properly equipped to undertake their Roles.

- Establish a volunteer recruitment, induction and development programme
- Target people to undertake Roles
- Develop a culture that fosters and encourages Members to take on Roles
- Link mentors and understudies

3.2.4. Child Protection Officer

Under the policies of Hockey SA, the Club is required to ensure it has a Child Protection Officer

- Understand the requirements of the Hockey SA policy, including mandatory reporting protocols
- Ensure all Team Coaches and Team Managers have Police Checks performed prior to the commencement of each season
- Be the point of contact for any junior or their parent/guardian who may have a grievance

3.3. Competition

3.3.1. Senior Competition Co-ordinator

This position is filled jointly by the Vice Presidents – Women and Men

Ensure all the playing needs of the senior Club competition are provided for

- Develop and implement a transparent selection policy
- Ensure senior teams are organised to participate in the competition
- Ensure teams are properly resourced
- Provide a Team Coach for each team
- Provide a Team Manager for each team
- At the end of each season prepare an assessment of the outcomes of the season for discussion at a Club forum
- Determine the team nominations for the following season

3.3.2. Junior Competition Co-ordinator

This position is filled by a representative of the Junior Committee

Ensure all the playing needs of the junior Club competition are provided for

- Promote a competitive environment for team selection
- Promote the ethos that A and B teams are selected on merit
- Ensure junior teams are organised to participate in the appropriate age groups and grades of the junior competition
- Ensure teams are properly resourced
- Provide a Team Coach for each team
- Provide a Team Manager for each team
- At the end of each season prepare an assessment of the outcomes of the season for discussion at a Club forum
- Determine the team nominations for the following season

3.3.3. Fixtures Co-ordinator

Ensure that all matter associated with fixtures are properly managed and communicated to Team Managers and Team Coaches

- Ensure teams know their playing commitments and communicate any changes
- Ensure teams know their umpiring commitments and communicate any changes
- Is the sole person who has authority to organise training times with venues and communicates this to the teams
- Be the contact point for Hockey Net and ensure all results are entered accurately and in a timely manner

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.3.4. Technical Officer

Ensure the Competition Rules and their practical application are understood

- Liaise with the HSA Operations officer in relation to the Competition Rules
- Convey to team Coaches and Managers the application of the Competition Rules
- Be the initial point of contact within the Club on the application of the Competition Rules
- Apply for Permits from the Operations Manager of Hockey SA

3.3.5. Zone Representative

Represent the Club on the organising committee for the Zone Championships for the western zone (Mariners). There will be a separate Senior and Junior representative.

- Be the liaison between the Club and the Zone Championship Committee
- Attend zone meetings and present the Club's position on the championships
- Report to the Board delegate on the activities and decisions of the Zone Championship Committee
- Organise players, umpires, coaches and volunteers for the championships
- When the competition is held at Seacliff ensure a Tournament Manager and supporting committee are in place

3.3.6. Tournament Manager

Lead the Committee responsible for the conduct of tournaments at the Club

- Form the sub-committee to conduct the tournament and ensure all required functions are undertaken – roles include: ground controller, canteen, bar, umpiring, first aid (St Johns)
- Liaise with the Zone Representative to ensure arrangements for the tournament are in place
- Liaise with the Kauri Community and Sports Centre Manager and Council in arranging the tournament
- Liaise with Hockey SA to ensure appropriate co-ordination of the tournament
- During the tournament, be a contact person to help resolve any issues that may arise
- Arrange functions to support the competition

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.3.7. Team Coach

Train a team to enable it to perform to be competitive and play to the best possible standard

- Work closely with the Coaching Development Co-ordinator
- Have a vision for the team
- Have a philosophy for training
- Provide a support role to players
- Promote a winning ethos within the team
- Have a visible selection process based on merit
- Provide consultative mechanisms with players to recognise individual aspirations (including parents for a junior coach)
- Implement the safe hockey requirements for the team
- Undertake accreditation courses as appropriate
- Have a simple objective measure of fitness
- Have a plan for dealing with discipline
- Establish a yearly planner for off-season, pre-season and in-season training
- Undertake player interviews to assist in individual goal setting
- Encourage senior players to mentor juniors to senior playing

3.3.8. Team Captain

Provide leadership of a team on and off the field

- Provide a supporting role to the Team Coach
- Undertake the duties and abide by the Hockey SA Rules for a Team Captain
- Provide liaison with umpires and opposing team captains
- Liaise with the Team Coach and Team Manager to ensure the effective organisation of the team

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.3.9. Team Manager

Support the team in relation to off-field requirements

- Provide a supporting role to the Team Coach and Team Captain
- Be a point of contact for the players (parents/ guardians in relation to juniors)
- Ensure all player are registered in accordance with Hockey SA requirements
- Ensure that all team members have a programme of games
- Arrange the team's umpire roster and ensure players know their obligations
- Arrange the team's canteen roster and ensure players know their obligations
- Attend games, and if not available, organise an alternate
- Collect and pay match fees
- Complete match card and enter details into Hockey SA system within the prescribed time
- Ensure that First Aid equipment is available at all games
- Provide response mechanism for players to Team Coaches and the Vice Presidents
- Ensure that Club information, social and fundraising details are distributed to each player
- Be aware of any medical conditions relative to a team member
- Liaise with the Treasurer in relation to payment of fees etc and financial status of players

3.4. Development

3.4.1. Development Co-ordinator

3.4.1.1. Objective

Develop and implement programmes for the development of Members and improvement in performance in their chosen field of participation.

3.4.1.2. Role of Development Co-ordinator

Oversee the various programmes required to ensure the Club's Members are best equipped to perform their tasks. This may include but is not limited to:

- Identify and define the specific requirements;
- Identify the people or groups appropriate to participate in the various programmes;
- Identify appropriate training material of courses; and
- Identify people who can deliver the courses.

The role does not require the Co-ordinator to deliver the programmes, but rather the focus is upon:

- Driving the process;
- Determining resources required; and
- Establishing targets.

3.4.1.3. Specific rolls

Specific roles that are required to be considered include:

- Players (Refer 0)
- Coaches (Refer 3.4.3)
- Umpires (Refer 3.4.4)
- Technical Officer (Refer 3.3.4)
- Team manager (Refer 3.3.9)
- Recruitment and retention (Refer (3.2.2)
- Volunteers (Refer 3.2.3)
- Child protection (Refer 3.2.4)
- Responsible service of alcohol
 - Ensure the Club complies with its regulatory responsibilities in relation to the service of alcohol.

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.4.2. Player Development Co-ordinator

Improve player performance through delivering a player development programme

- Develop and implement a player development programme
- Utilise the experiences of state players in promoting current state level thinking, strategies and game plans
- Identify talented players to participate in SHA
- Develop a playing philosophy/style for use throughout the Club
- Provide a forum for development players to discuss their progress
- Provide an avenue of communication between the senior and junior players
- Make recommendations for annual player awards
- Report to the Board delegate

3.4.3. Coaching Development Co-ordinator

Improve coaching skills through delivering coaching development programmes

- Develop and implement a coaching development programme
- Assist in training and development of Team Coaches
- Develop a coaching philosophy and coaching standard within the Club
- Provide a forum for coaches to have a voice within the Club
- Assist coaches to develop and implement a coaching programme for their respective teams
- Provide an avenue of communication between the senior and junior coaches
- Promote coaching accreditation
- Promote the role of coaching within the Club and recognise coaching performance and potential
- Make recommendations for annual coaching awards
- Report to the Board delegate

3.4.4. Umpiring Development Co-ordinator

Improve the number and competence of umpires through the delivery of umpiring development programmes

- Develop and implement an umpiring development programme
- Assist in training and development of umpires
- Develop an umpiring philosophy and standard within the Club
- Provide a forum for umpires to have a voice within the Club
- Provide an avenue of communication between the senior and junior umpires
- Promote umpiring accreditation
- Promote the role of umpiring within the Club and recognise umpiring performance and potential
- Make recommendations for annual umpiring awards
- Report to the Board delegate

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.4.5. Volunteer Co-ordinator

Refer to the role description set out at 3.2.3.

3.4.6. Junior Development Co-ordinator

This position should be filled by the delegate of the Junior Committee who is their representative on the Development Committee.

Schools Programme:

Organise and co-ordinate a hockey development programme for primary school children in the Club's catchment

- Liaise with Hockey SA to integrate with their school programme (e.g. Let's Hockey)
- Develop a School Hockey Manual and provide to Coaches, ensuring they understand the requirements
- Liaise with Sports co-ordinator at targeted schools to determine their needs
- Adapt the programme to meet the needs of each school
- Maintain details of all relevant school contact details
- Prepare promotional material to be provided to the school
- Organise sessions and ensure Coaches, and where necessary, assistants, are available
- Ensure Coaches are provided with all necessary equipment to fulfil their Role
- Collect money from participants, provide to the Treasurer, while also keeping track of any outstanding monies
- Make arrangements for the Treasurer to invoice the schools and pay the coaches
- Provide report for the Newsletter from time to time
- Be the contact point for programme participants who express an interest in playing for the Club
- Undertake ongoing evaluation and adjustments to the programme based on feedback from all interested parties and participate in an annual review of the Schools Hockey program

SAPSASA competition:

Ensure the Club is actively engaged in the SAPSASA competition

- Liaise with the District Secretaries of SAPSASA to determine participating schools
- Liaise with the participating schools
- Provide Coaches and Umpires for the competition
- Prepare promotional material to be provided to the schools

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

In-house programmes:

Develop and implement programmes conducted within the Club

- In conjunction with the Player Development Co-ordinator, Coaching Development Co-ordinator and Umpiring Development Co-ordinator, develop programmes targeted at current players, coaches and umpires to improve their skills
- Implement these programmes, ensuring they are adequately resourced in relation to coaches, resources and equipment
- Promote these programmes through the Club
- Develop a mentoring programme between senior and junior players
- Develop a consultative mechanism with players and parents/guardians to recognise individual aspirations
- Ensure recognition of contributions to development programmes (e.g. through the Newsletter, website and social media)

3.5. Social, Fundraising & Sponsorship

3.5.1. Social Co-ordinator

Lead a sub-committee whose purpose is to provide a programme of social events for the Club

- Analyse successful past events
- Develop a social events programme calendar
- Delegate implementation of specified events
- Ensure bookings with the KCSC Manager
- Develop budget estimates for programmed events
- Ensure adequate preparation and operation of all events
- Ensure the Treasurer is provided all money collected for banking and accounts for payment

3.5.2. Fundraising Co-ordinator

Lead a sub-committee whose purpose is to provide a programme of fundraising activities for the Club

- Analyse successful past fundraising activities
- Develop a fundraising programme for the season
- Ensure bookings with the KCSC Manager
- Develop and implement procedures to control the fundraising activities
- Develop budget estimates for fundraising events
- Ensure the Treasurer is provided all money collected for banking and accounts for payment

3.5.3. Sponsorship Co-ordinator

Promote the Club to possible sponsors, to secure sponsorship deals, and to undertake the management of such arrangements so that it benefits both the sponsor and Club

- Develop a Club prospectus for promotion of the Club
- Maintain details of current sponsors of the Club
- Ensure Club sponsorships do not conflict with those of Hockey SA and KCSC
- Liaise with the KCSC Manager for the approval of signage
- Liaise with the Board's delegate to set goals for sponsorship for both general and specific purposes
- Write a sponsorship proposal after the end of each season and have it approved by the Board
- Liaise with Public Relations Co-ordinator, Newsletter Editor and Social Media Administrator to advertise and promote sponsors
- Ensure on-going support of sponsors i.e. invite to events, notify them of season results

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

- Recognise Club sponsors at annual awards
- Achieve at least 1 gold sponsor, 2 silver sponsor and 3 bronze sponsors per season
- Re-assess level of sponsorships and set targets for the next season

3.5.4. Canteen Coordinator

Ensure the canteen provides an attractive range of food and drinks and operates successfully

- Ensure that the canteen is open for all rostered games
- Establish canteen roster for all teams and communicate this, including any changes
- Order canteen supplies, collection and forward invoices to Treasurer for payment
- Liaise with Treasurer to provide till float
- Establish prices
- Provide for collection of canteen money and payment of all monies to the Treasurer for banking
- Establish canteen procedures including display, preparation and presentation of goods
- Insure the canteen meets all statutory regulations (e.g. cleaning, pest regulations, sales by minors)

3.5.5. Club Dinner Co-ordinator

Co-ordinate the organisation of Club dinners during the season

- Ensure Club dinners are held regularly during the playing season
- Make a roster for teams responsible for preparing the Club dinner
- Ensure the Team Manager and Team Captain are aware of their team's roster and can arrange for the meal to be presented
- Ensure the Club dinners receive wide notice, including in the Club newsletter and website
- In conjunction with Team Managers, arrange all catering needs for the dinner
- Ensure that the club Dinners operate at least on a break-even basis

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.5.6. Presentation Dinner Co-ordinator

Lead a sub-committee whose purpose is to organise the end of season presentation dinner and to promote the event to Members

- Seek ideas for the dinner and entertainment from Members
- Examine options for the event - i.e. inspect venues, view menus, etc.
- Organise date and venue with sub-committee early in year
- Book venue, entertainment etc and confirm arrangements in writing
- Liaise with Treasurer for payment of deposits etc
- Fix costs allow extra to cover cost of non-paying guests, and set ticket price
- Organise advertising and invitations to guests
- Liaise with trophy organisers concerning order of ceremony and their requirements i.e. PA system, table etc
- Liaise with Team Managers to promote the event and get final numbers. Pre-sell tickets or at least ensure that a deposit will cover costs in case of failure to attend
- One week prior confirm bookings and liaise payment via the Treasurer
- Arrange and provide decorations
- Arrange and provide clean-up
- Obtain feedback from the members to help next year's planning

3.6. Communications

3.6.1. Member Promotion Co-ordinator

Provide Members with regular information as to happenings within the Club

- In conjunction with the Recruitment Co-ordinator, develop a "welcome kit" and provide to all new members
- In conjunction with the Recruitment Co-ordinator, promote the code of conduct for all players, spectators and officials
- Liaise with the Website Administrator to ensure information on the website is current and relevant
- Provide promotion material for special Club events to members, including patrons, life members and other interested supporters

3.6.2. Public Relations Co-ordinator

Improve the Club profile and public image within the local community

- In conjunction with the Sponsorship Co-ordinator, provide Club Days to sponsors
- Provide weekly competition results in the local paper (Messenger Press: Costal City Weekly and Southern Times) for the Premier League games
- Provide the local papers with stories on Members' successes (e.g. state team selection)
- At the beginning of each season prepare a Club statement to be printed in local newspapers
- Ensure promotion in the City of Holdfast Bay news sheet
- Establish a publication kit including banners, photographs and posters

3.6.3. Newsletter Editor

Produce and publish the Club newsletter

- Provide at least 5 timely Club newsletters each year
- Provide information to members across all sections of the Club, including the patron, life members and non-players and potential members
- Provide a regular report from the President
- Ensure that a Club hockey events calendar is included in each edition
- Liaise with the Website Administrator to have the Newsletter posted on the Club's website
- Arrange for the distribution (e-mail, website) of the Newsletter to Members

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.6.4. Social Media Administrator

Develop and maintain the Club's website and Facebook account to ensure the promotion of the Club's goals, programmes and sponsors through this medium

- Website:
 - Establish and maintain Club website
 - Update website, with current Club (e.g. Strategic Plan, By-Laws, Policies) and Hockey SA information (e.g. Code of Conduct)
 - Promote Club sponsors and benefits for Club website users
 - Create links to Hockey SA and other hockey websites
 - Ensure the promotion of the Club aims, programmes and sponsors through the Club website
- Facebook:
 - Establish usage protocols and Club user groups
 - Monitor use of the platform and allow or deny access as required
 - Promote Club sponsors and benefits for Club users

3.7. Equipment & Apparel

3.7.1. Equipment Co-ordinator

Be responsible for the procurement, control and maintenance of all Club equipment

The Equipment Officer is the only person with delegated authority to purchase equipment on behalf of the Club, and is the point of contact for any such purchases

- At the end of each season:
 - Ensure all equipment is returned
 - Undertake an inventory of items
 - Check condition of equipment to determine whether serviceable for next year
 - Prepare a costed list of equipment required for the following season (required for budgets)
- Check and forward all supplier invoices to the Treasurer for payment
- As equipment is dispensed, maintain details of to whom it is issued
- Equipment includes: balls, first aid, training equipment

3.7.2. Uniform and Apparel Co-ordinator

Be responsible for the procurement and control of uniforms and apparel

The Uniform and Apparel Co-ordinator is the only person with delegated authority to purchase goods on behalf of the Club, and is the point of contact for any such purchases

- At the end of the season, undertake an inventory of items
- Devise a list of required purchases including obtaining quotes
- Check and forward all supplier invoices to the Treasurer for payment
- Control the sale of items, maintain records and provide the Treasurer with details for invoicing

3.8. Facility

3.8.1. Facilities Co-ordinator

Ensure the facility under the control of the Club is well maintained and serviceable

Under its lease, the Club is responsible for the maintenance and cleaning of the pitch, surrounds, technical bench/team dug outs and change rooms

- Ensure the pitch is maintained to the required standard, including regular cleaning
- Ensure pitch surrounds and technical bench/team dug outs are kept clean
- Ensure the change rooms are kept clean and tidy
- Ensure rubbish bins are put out for collection each week
- Organise and liaise with contractors engaged to undertake any works
- Responsible for the issue and return of facility keys, including keeping the key register
- Liaise with the Club's users (e.g. coaches, managers,) to ensure there is a responsible person available to open (including watering the pitch) and close the facility as required

3.9. Junior Committee

The principal function of the Junior Committee is to ensure that the interests of junior members are properly represented within the committee structure of the Club. To achieve this, members of the Junior Committee need to engage with and be part of a number of the main committees.

Within the Junior Committee, as a minimum, the following Roles are required to be filled:

3.9.1. Junior Co-ordinator

Although not a designated Board position under the Constitution, the policy of the Board is for the Junior Co-ordinator to be a Director

- Act as the conduit between the Board and the Junior Committee
- Be the Chair of the Junior Committee
- Develop and implement policies and procedures for the benefit of junior members
- Convene the Junior Committee, ensuring it has an appropriate representation across the junior membership
- Delegate responsibilities to members of the Junior Committee to ensure this area of the Club operates effectively

3.9.2. Designated positions on other Committees

- Competition - Junior Competition Co-ordinator (Refer to 3.3.2)
- Development - Junior Development Co-ordinator (Refer to 3.4.6)

3.9.3. Suggested Roles covered by the Junior Committee

The Junior Committee needs to have members with responsibility to have input into the activities of the other Committees. It is not the intention for the Junior Committee to replicate these roles, but rather to have members whose responsibility it is to ensure that the requirements of the juniors are considered in those Committees' activities.

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

Such areas to be addressed include:

Committees	Reference	Roles
Membership	3.2.2 3.2.4	Recruitment Child protection
Competition	3.3.3 0	Fixtures Zone Championships
Development	3.4.1 3.4.3 3.4.4	Player Coaching Umpiring
Social, Fundraising and Sponsorship	3.5.1 3.5.2 3.5.3 3.5.4 3.5.5	Social Fundraising Sponsorship Canteen Club dinners
Communications	3.6.1 3.6.2 3.6.3 3.6.4	Members promotion Public relations Newsletter Social Media
Equipment & Apparel	3.7.1 3.7.2	Equipment Uniforms and Apparel
Facility	3.8.1	Facility

3.10. Roles not Delegated to Committees

3.10.1. Seacliff Sports Club (SSC)

The need for SSC to continue is uncertain and will be dependent upon the ongoing management structure put in place for the operation of the facility. However, it still currently serves a function and accordingly needs attention.

Under the Constitution of the SSC, the Club is required to provide up to 5 delegates to the Management Committee.

To provide effective and timely liaison between the Club's Board and the SSC committee:

- Attend meetings of the two clubs and provide reports to each
- Identify important issues for the Club and report accordingly to the Board

3.10.2. Kauri Community and Sports Centre (KCSC)

Council:

There is no formal structure in place for the management of the facility as between the Club and Council. The Club has a lease with Council, which sets out the rights and obligations of both parties. Matters are dealt with as they arise on a case-by-case basis.

The principal points of contact with Council are:

- Team Leader, Leasing & Commercial Operations, City Assets and Services
- Manager Active Communities

Manager:

Council as owner of the facility has appointed Belgravia Leisure to manage it.

The principal contact is Michael Jenner email:

mjenner@belgravialeisure.com.au; mobile: 0436 924 867.

User group:

An informal group of the facility's main users has been formed, the purpose of which is to provide an avenue to discuss any issues that users are experiencing and if necessary provide a common voice to Council.

To provide effective and timely liaison between the Club Board, Council, Manager and the KCSC User Group

- Attend meetings of the group and provide reports
- Identify important issues for the Club and report accordingly to the Board

Seacliff Hockey Club Inc

Committees' Terms of References, Roles and Responsibilities

3.10.3. Facilities Ongoing Development

The ongoing development of the facility will require liaison with the City of Holdfast Bay council.

As this is of considerable strategic importance to the Club, its involvement will be controlled by the Board, which will appoint delegates to any working party or meeting required to progress this process.

3.10.4. Stakeholder Relationships

The Club has relationships with numerous external key stakeholders, with the principal ones including Hockey SA, Metropolitan Competition Committee and Council.

As many of the matters that arise with these parties are outside the day to day operations of the Club, and are often ad hoc in nature, it is considered best practice for the Board to manage these relationships and where necessary delegate the appropriate resources to deal with the matter at hand.