

HOCKEY QUEENSLAND

Committee Charter



COMMITTEE CHARTER

The purpose of the Hockey Queensland (HQ) Operational Committee Charter is to articulate the operational scope of the committees' and the rules on how they operate.

This document should be read in conjunction with the [HQ Constitution](#), [Strategic Plan](#) and each Committee's Terms of Reference (found at the end of this document) and associated HQ Policies.

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Section 1 - Governing Documents and Role of Committees

Hockey Queensland is guided by a number of documents that provide the rules of how the organisation should operate. There is a hierarchy of documents that supports this governance these include:

- [The Corporations Act 2001](#)
- [The Hockey Queensland Constitution](#)
- [Codes of Conduct and Codes of Behaviour](#)
- The Committees Charter
- Committee Terms of Reference.

The Corporations Act and the Hockey Queensland Constitution both provide direction on the duties of responsibilities gives powers to the board to achieve the organisations purpose. The Constitution also allows the board ability to establish committees to achieve the purpose.

Committees are an important part of the operations of hockey providing an important governance role and operating as a link to the hockey community and decision makers.

Committees are required to ensure a culture of co-operation. The HQ office will provide opportunities for committees to come together and share information, to collaborate and ensure collective alignment with the HQ strategic plan.

HQ will establish and support the following Committees:

- High Performance and Pathways
- Indoor Hockey
- Technical
- Coach
- Women's Masters
- Men's Masters

The Chair of each committee will be a member of the Hockey Queensland Operating Committee which will meet at a minimum 4 times a year. The purpose of the Operating Committee is to keep a connection and collaboration between all of the committees.

Committee Composition and Positions

Composition of Committees

- Each Committee shall have a Chair to co-ordinate the Committee and a Minutes Secretary for minute writing. All remaining positions shall be determined by the requirements of the Committee and outlined in the relevant Committee Terms of Reference. (TOR)
- When considering to appoint a committee member the primary driver for appointment is the skill set the member will bring to the committee. However wherever possible, Committees will seek to have a diverse group of representatives including (but not limited to) people with a diverse range of skills and people of diverse age, gender, cultural background and representation from across the State.
- Hockey Queensland committees are committed to gender equality and where possible will aim to have equal representation of men and women on committees. Noting that this is often difficult in Men's and Women's Masters who are representing their communities.
- Committees will consist of a maximum of nine (9) members and a minimum of four (4) to be considered an operating committee.
- The composition of the committee includes two (2) executive positions, Chair and Minute Secretary and up to seven (7) general members who will be allocated tasks/roles according to the needs of the Committee. The Committee can elect to use all or the minimum allocation in any given year.
- Committees can request additional members through approval of the HQ CEO.

Roles and Responsibilities of Committee Members

Responsibility

- Committee members are required to act in HQ's best interest at all times, regardless of personal position, circumstances or affiliation. Where a Committee considers that a matter before it may not be in the best interests of HQ, the Committee as a whole must seek guidance from the HQ office before making a decision.
- Committee members must be familiar with the HQ Constitution, policies, procedures and where required, sport rules.
- Committee members are required to sign the HQ Appointment letter and agree to the Committee Code of Conduct, which outlines the role and expectations of Committee members.
- Committee members are expected to be punctual and attend regular Committee meetings and be willing to contribute between meetings as required. They should come fully prepared for meetings by having read the meeting papers, completed any action items and being ready to take an active role in meetings

Strategic Alignment

- Committees are expected to align with the HQ Strategic Plan and ensure their operational plans meet the goals of the HQ Strategic Plan.

Integrity and Accountability

- Committee members must demonstrate integrity and be collectively accountable for the decisions of their Committee.

Informed and Independent Judgement

- Committee members must have the ability to provide advice in regards to the specific Committee functions and be able to offer judgement, independent of any conflicts of interest, within the HQ Policy Framework, Strategic Plan, Constitution and the best interests of HQ.

Industry Knowledge

- Committee members are expected to bring a level of industry knowledge sufficient to contribute to the Committees' deliberations and decisions.

Participation

- Committee members are expected to take an active role in Committee meetings and actions. All members are expected to take part in deliberations and actively offer value added questions and comments. General members are expected to take on roles to assist the other positions on the Committees.

Role of the Chair

Each Committee will have a Chairperson to provide leadership and to ensure that the work of the Committee is consistent with the HQ Strategic Plan. The Chair will promote a culture of collaboration, consensus and cooperation amongst Committee members and with the Hockey community.

The Chair will facilitate Committee meetings ensuring that:

- Meeting discussion content is confined to the matters provided and will follow consensus decision making processes.
- All Committee members are treated fairly.
- All Committee members are encouraged and enabled to make a contribution to deliberations and decision making.
- Conflicts of interest are managed appropriately and in accordance with HQ policy.

The Chair shall chair all meetings or shall delegate chairing of the meeting to another person. Where the Chair is absent, a member shall be nominated from those present to chair the meeting.

Role of the Minute Secretary

The Minute Secretary shall:

- Consult with the Chair if producing the agenda for the meeting. The Chair must approve the agenda before it is sent to the Committee if they have not set the agenda themselves.
- Distribute the agenda a minimum of 3 days prior to the meeting.
- Distribute the draft minutes of the meeting within 14 days of the meeting after they have been approved by the Chair, unless there is unusual circumstances that may prevent this.

Other Roles

Other roles and portfolios can be determined by each committee in accordance with their duties in the TOR and or operational plans.

Committee Appointments and Terms of office

Appointments

The Chair of each Committee will nominate via an expression of interest and be appointed by the HQ Board based on recommendation of the HQ CEO.

All other positions will be decided either through a call for Expressions of Interest (EOI) and approved by the HQ CEO following consultation with the Committee Chair; or a staff member is appointed to the position where appropriate.

Terms of Office

The terms listed below will commence for appointments in 2021

Chair

The position of Chair is a 2-year term. The incumbent can only be elected for 3 successive terms (total 6 years), unless otherwise approved by the Board.

All Other Positions

All other Committee positions are 2-year terms unless stipulated in the individual committee Terms of Reference. The incumbent can only be elected for 3 successive terms (total 6 years), unless otherwise approved by the Board.

Re-Nominating for Positions

Once a Committee Member's term is up they may re-nominate for positions they have previously held after 1 year has passed.

Eligibility and Call for Expressions of Interest

- HQ will call for EOI's in October and November for all committees except Indoor

which will take place in January at the end of the Indoor season.

- EOI's must be received electronically to the HQ office by the closing date advertised.
- HQ employees can be appointed to a position where a position cannot be filled or if required to contribute to the operational requirements of the committee.
- EOI's can be made by current registered Members.
- EOI's must have a positive Blue Card (Qld Working with Children Check.)
- Positions that are vacant (because there are no valid EOI received or a person holding an existing position takes up a new position on the Committee) can be filled through an EOI outside of the call for EOI period. Any position filled in this manner must be ratified by the HQ CEO.
- To prevent the burden of work load on volunteers and to encourage a distribution of power any person holding the position of Chair on a HQ Committee must seek approval from the HQ CEO before nominating for the position of Chair on a Hockey Australia (HA) Committee.
- HQ Committee Members who have been appointed to a position on a HA committee cannot be the delegate for Queensland and must nominate another committee member to be the delegate.
- HQ board members cannot sit on an operating committee as a member. They can attend meetings for information but should not be included in the decision making process.

Committee Purpose and Functions

The purpose of each Committee is to:

- Co-ordinate and implement the operational requirements of each division that the committee oversees.
- Prepare and implement relevant plans that support the operational needs of each division including:
 - Policy development – Review and provide advice to the office on policies, monitor the effectiveness and review the required policies to ensure alignment with National policies and relevance for Queensland.
 - Appointments - Make appointments as per the outlined process in each Committee TOR
 - Development & Competitions - Be involved with the development of community members and competitions as per each Committee TOR.
 - Education & Accreditation - Work with the HQ office to develop implement the education and accreditation framework as per each Committee's remit.
 - Rules - Monitor, communicate and manage rule requirements as per each Committee's area of responsibility
 - Communication - Establish and foster relationships with key stakeholders and communicate with all regularly and effectively.
 - Review performance and undertake forward planning.

Operational Plans

In conjunction with HQ Staff, each Committee will create and implement an operational plan each year incorporating:

- Key dates (i.e. events, competitions, meetings).
- Actions that support the achievement of HQ's Strategic Plan objectives, including dates to be achieved and measurable objectives.

Operational Plan Procedures:

- The operational plan must be endorsed by the HQ CEO.
- Committees must report progress of their operational plans to the HQ Board at least once annually.

Financial Rules

HQ Committees are not permitted to commit HQ to any expenditure outside of their delegation. All decisions which have a financial impact outside of delegation must be authorised by the HQ CEO in advance of the expenditure being made, contracted or committed to.

Committees are allocated an amount authorised by the HQ Board per calendar year to be used at their discretion for the benefit of their communities. This funding is not transferable to the next calendar year.

Committees wanting to raise funds or hold Committee-run events are required to do so through and in compliance with HQ's finance processes.

All Committees bound by this Charter are required to follow all HQ policies, procedures and practices at all times.

Public Comment

When Committee members are approached by the public/media to comment on HQ matters, the following shall apply:

- Only the HQ Chair or CEO are to speak to the media on matters regarding HQ.
- Committees must not disclose any significant information, documents or other forms of data without prior consent from the HQ CEO.
- Committees must inform the HQ CEO at the earliest convenience of the approach and request for comment so that, if possible, a HQ agreed position or appropriate action can be determined.

Committee Processes

Meeting Requirements

Committees must meet on a regular basis with a minimum of 4 meetings per year. Except for the Umpire which will meet at minimum as an entire committee 2 times per year.

Committee Decision Making

Consensus Decision Making:

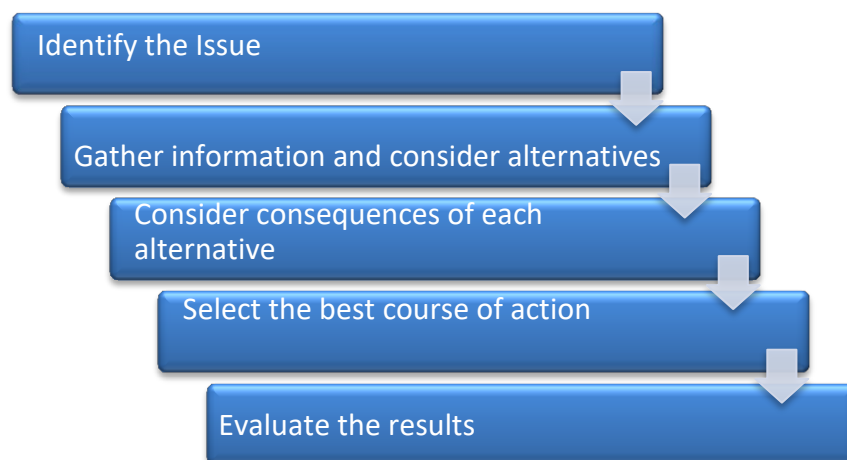
It is a requirement of all Committee members to make decisions in the best interests of hockey in Queensland. It shall be a priority of all HQ Committees to make decisions based on 'consensus'.

Consensus decision-making is a group decision-making process where all members of the Committee develop, and agree to support, a decision in the best interest of the whole.

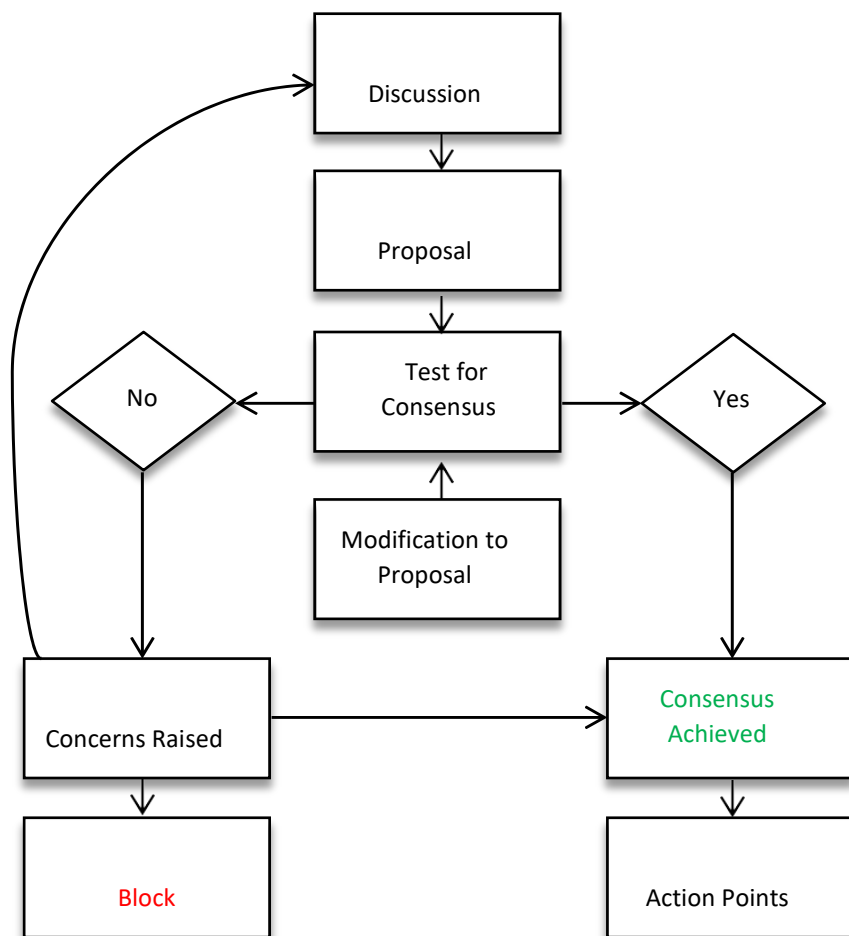
Consensus is defined as an acceptable resolution, one that can be supported, even if not the first preference of each individual.

It is only in exceptional circumstances that a Committee may vote and be split on a decision. Below are flow charts of Consensus decision making to be used by HQ Committees to guide decision making.

Each Committee shall use the following charts to guide decision making:



The following chart can be used by Committees when selecting the best course of action to take:



Quorum

The quorum of meetings shall be:

- Committees with 6 or more members - 4 members
- Committees with 5 or fewer members - 3 members

Any working groups within committees should have at least 2 members present to progress with the working group discussions.

If after 30 minutes from the appointed starting time a quorum is not present, the meeting lapses to another time and place as directed by the Chair. Members are considered present if in contact with the meeting via telephone or other real time electronic means.

Voting

It shall be a priority of all HQ Committees to make decisions based on consensus. In exceptional circumstances where consensus cannot be achieved and a vote is required the following shall apply:

- Business will be decided by a simple majority vote on show of hands.
- Each member including the Chair, will be entitled to one vote.
- The Chair shall have a deliberative and casting vote in the event of a tie on any business.
- Proxy votes will not be accepted at meetings.
- Absentee votes will not be accepted at meetings.
- Attendance at a vote can be made via electronic means such as telephone and video conferencing.

Meeting Agenda and Minutes

Agenda

A written agenda outlining the order of business shall be circulated to all Committee members and the HQ office at least 3 days prior to the appointed meeting time. Hockey Queensland will provide a portal for collaborative preparation of documents, distribution and storage. Currently this portal is through Revolutionise Sport.

The standard order of business should include, but not be limited to, the following items:

- Attendees
- Apologies
- Approval of minutes of previous meeting
- Actions from previous meeting
- Specific agenda items
- Reports
- General business
- Confirmation of date of next meeting

Minutes of Meetings

Minutes shall be kept of all meetings and distributed within 14 days of the meeting after they have been approved by the Chair, unless there is unusual circumstances that may prevent this.

Reporting

The Chair of each Committee is the primary contact person for the HQ office.

HQ staff will be allocated to each Committee to support their operations. Committee minutes must be recorded in the provided portal and will be included in the HQ Board papers for reporting purposes.

Meeting Calendar

Committee meetings must be planned at the beginning of each calendar year and listed on the HQ website and in the Committee Operational Plan. When meetings are changed the HQ office is to be advised immediately.

Communication

Effective committees have good communication processes and follow a hierarchy of information sharing. The following principles are recommended for all committees when communicating with the HQ Office or Board.

- The Chair is copied in to email communication to the HQ Staff in the first instance of a project or matter. It is then up to the Chair to inform the others in the communication if they wish to continue to be included or how they will be kept up to date from that point forward.
- If a Committee member wishes to contact the CEO they should do so through the Chair in the first instance.
- If the Chair or Committee member wishes to contact a board member they should do so through the CEO in the first instance.
- Staff that have jurisdiction over a particular area or project should be consulted with by the committee.

Committee effectiveness

Committee Induction

At the start of each term, Committee members shall:

- Receive a letter of appointment which must be signed and returned to HQ office.
- Complete the declaration of interest form.

New Committee Member Induction

HQ will provide new Committee members with the following induction:

- HQ online induction and orientation course including office tour and introduction to staff members.
- An induction pack including:
 - Letter of appointment
 - HQ Strategic Plan
 - HQ Organisational Chart
 - HQ Committee Charter
 - Committee Operational Plan
 - Code of Conduct

- Declaration of Interest Form
- HQ style guide

Committee Member Obligations

Committee Members must abide by the Committee Codes of Conduct.

Committee members must also:

- Abide by and demonstrate the values of HQ.
- Disclose any personal interest or potential conflicts of interest.
- Complete any required training such as Child Safety and anti-harassment and bullying.
- Agree that confidential information received in the course of the exercise of duties remains the property of HQ and that it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by the person from whom the information is provided, or is required by law.
- Not make improper use of information acquired as a Committee member and respect the confidentiality of Committee debate and deliberation.
- Not disclose information gained from the Committee privilege until such information has been officially distributed.
- Agree to be bound by all policies and procedures of HQ.
- Agree to do nothing that may harm others, attract negative media attention or bring Hockey Queensland or the sport of hockey into disrepute.

Dispute Resolution

From time to time disputes may arise between Committee members, which go beyond those differences of opinion encountered in the usual Committee decision-making processes. To ensure any such disputes are resolved quickly and fairly, and to facilitate Committee effectiveness, the following applies:

- The parties should meet to resolve dispute by joint discussion.
- If the parties cannot resolve the dispute and does not involve the Chair then the issue should be raised with the Chair.
- If the Chair cannot assist in resolving the issue then the HQ CEO should be contacted by the parties with information regarding the dispute. The CEO will then consider all points to assist the parties to reach a conclusion.
- Where the dispute cannot be resolved the HA Grievances and Disputes Policy shall apply.

Succession Planning

Succession planning is an important part of the sustained success of HQ. The benefits of a succession plan for each Committee includes the creation of a diverse talent pool, minimising the risk of losing important organisational knowledge, helping to keep morale high on committees and reducing the negative effects of people moving off a committee. In addition, it ensures that each HQ committee can:

- Share the workload and avoid burnout.
- Have a smoother handover of key positions.
- Improve the quality and number of committee members.

- Make improved decisions and better support the hockey community

A successful succession plan contains a series of actions to plan and manage the turnover of Committee members and enable the filling of positions created by unplanned departures, while causing minimal disruption to the activities of the Committee.

Succession planning shall form part of the Committees Strategic Objectives.

Member Responsibility

It is the responsibility of each incumbent, during their term, to complete a job role history and keep a record of minutes, templates and work completed relating to their role and to provide this information to the next person fulfilling the role.

Succession Process

The outgoing incumbent will ensure that they plan for a succession period where the future incumbent is invited to the remaining Committee meetings and included in Committee discussions until formal induction occurs.

Effectiveness Measures

HQ will work with each Committee to review their governance processes and develop an action plan to enhance governance. This will include in the areas of roles, functions and processes.

Section 2 - Organisational Requirements

Non employed Committee members are considered volunteers of the organisation. Although they are a volunteer they are involved in operational and some strategic matters of Hockey Queensland and are required to follow some of the operating policies and procedures as paid staff. As their role as a Committee member and therefore a leader in the community all Committee members must complete the online education provided or read the relevant policies in the HQ HR Manual and sign that they understand. Some of the following are examples of the policies.

Confidentiality

The volunteer must keep confidential and not disclose to any unauthorised person any information which comes to the volunteer's knowledge during the course of the volunteers term as a committee member with Hockey Queensland (HQ), including (but not limited to) strategic documents, member lists, office documents and member matters.

Confidential Information includes but is not limited to:

- Information which is specifically designated as confidential by HQ or our members.
 - Information which by its nature may be reasonably understood to be confidential.
 - HQ trade secrets and Intellectual Property.
 - Information regarding HQ financial or business affairs.
 - Any contracts, arrangements or terms of trade with a member, partner or supplier or prospective member, partner or supplier.
 - HQ contractual, technical and production information.
 - HQ marketing plans, and marketing and sales techniques.
 - Notes and developments regarding confidential information.
 - HQ employee information.
 - HQ business systems, and operating procedures or manuals.
 - HQ member lists, member contact lists and confidential member information.
- Except for information that is publicly available.

Intellectual Property

Patents, trademarks, copyrights and trade secrets are all considered Intellectual Property (IP) and are valuable corporate assets. All volunteers have a moral and legal obligation to protect them. This obligation continues even if a volunteer no longer has involvement with HQ for any reason.

Volunteers who produce inventions and ideas in the course of their work for HQ are obliged to assign ownership of them to the organisation. Such volunteers are required to prepare and maintain contemporaneous records, to submit technical details of the invention or idea to the corporation, and to maintain them as trade secrets or to assist in the patent process, as decided by HQ.

Interest Register

All HQ employees and volunteers in leadership and decision making positions are required to register any activity real, potential or perceived that may give rise to a conflict of interest.

The key principles of maintaining the register are:

- a) **Obligations and good practice:** the board/committee/staff act in accordance with its obligations and with good governance practice.
- b) **Public interest:** conflicts of interest are avoided where possible. Where a conflict exists, it is declared and managed in the public interest.
- c) **Real, potential or perceived:** a conflict of interest exists whether it is real, potential, or perceived.
- d) **Transparent and accountable:** the process for declaring and managing conflicts of interest is transparent, accountable, and consistent with our Code of Conduct.
- e) **Culture of integrity:** HQ fosters a culture of integrity. Board and committee members, and staff are supported to raise their own conflicts of interest and to speak up if they believe another member may have an undeclared conflict.

In addition to checking whether the Register of Interests (ROI) is complete and correct at the start of each meeting the Chair will ask if any member present has an interest in respect to any item on the agenda. If a member has an interest he or she will declare it, including the nature of the interest and the conflict that results, or may result, from it. An interest must be declared even if it is already recorded in the ROI.

Child Safety

HQ is committed to the safety and wellbeing of all children and young people accessing hockey services. We support the rights of the child and will act without hesitation to ensure a child safe environment is maintained at all times. We also support the rights and wellbeing of our volunteers and encourage your active participation in building and maintaining a secure environment for all participants.

Volunteers are required to:

- Follow all Safe Hockey policies, guidelines and procedures.
- Promote the involvement and participation of children and young people in developing and maintaining child-safe environments.
- Report and respond appropriately if you have suspicion, on reasonable grounds that a child has been or is at risk of being abused or neglected.
- Notify a staff member or lodge a complaint if you feel any other person or Organisation is acting inappropriately towards a child or is breaching the HA Safe Hockey Code of Conduct or Member Protection Policy.
- Ensure images of children are used appropriately and that where required permission is obtained wherever possible from a child's parent/guardian before an image is taken; and
- Ensure the privacy of others to be respected and disallow the use of camera phones, videos and cameras inside changing areas, showers and toilets.

HQ require employees, contractors and volunteers to provide a valid Blue Card or Criminal History assessment to meet the inherent requirements of their role. If a valid assessment cannot be provided, or if a current assessment is cancelled by a government body, employment or a volunteer leadership position may be terminated.

Section 3 - Committee Terms of Reference

Each committee will be further guided by their individual Terms of Reference. The following are the Terms of Reference for each established Committee.

High Performance and Pathways Committee

Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter

Purpose of the Committee	<p>The High Performance and Pathways Committee (HPPC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> • Talent development. • High Performance programs and events. • State Team leadership appointments for Junior and Open teams. • State Team selection for Junior and Open teams. • Policy development.
Membership	<p>Membership of the Committee may consist of:</p> <ul style="list-style-type: none"> • Chairperson. • HQ CEO. • HQ High Performance Manager. • HQ Athlete Development Coordinator. • HQ High Performance Coach. • HQ Officials' Representative. • Up to three (3) Player Representatives. • One (1) non-hockey high performance sport representative.
EOL's and Criteria	<ul style="list-style-type: none"> • EOL's for the position of Chair, Player, Officials' and HP Sport representatives will be called for by HQ in as per the Charter as required. • Player representatives must have previously represented Queensland at Open Level (e.g. Blades/Scorchers/Blaze) no more than ten (10) years prior to nomination. • The non-hockey high performance sport representative must have a background in a team based sport. • Appointment process will be followed as per the Committee Charter.
Term	<p>Two (2) years for the Chair and Officials' Representative.</p> <p>One (1) year for Player Representatives and non-hockey high performance representative.</p> <p>Should any committee position become vacant it may be filled as a casual vacancy which expires at the end of that year.</p>
Quorum	<p>As per the Charter:</p> <p>The quorum of meetings shall be:</p> <ul style="list-style-type: none"> • Committees with 6 or more members - 4 members • Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The HPPC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>

1. Policy	Establish, implement, monitor the effectiveness and review the required policies to ensure alignment with National policies and relevance for Queensland.
2. Finance	The budget and expenditure for High performance and Pathway activities will be determined by the CEO, which must include sign off by Hockey Queensland Board. The High Performance and Pathway budget is managed by the High Performance Manager
3. Appointments	The HPPC role is to ensure the HQ Selection Policy has been followed and will appoint the State Team Coaches (excluding Masters and Indoor), Managers and Selectors. Members of the HPPC will only be involved in appointments where they are not nominating for a team selecting, coaching or managing role.
4. Selections	Oversee the selections of the following State Teams: <ul style="list-style-type: none"> • 2 x U13, 2 x U15, 2 x U18, U21, Hockey One. • Under 13 teams to be selected as two equal teams (boys and girls) to promote participation and meet the HQ & HA ethos. • Under 15 teams to be selected as number one and number two teams. • Under 18 teams to be selected as a number one and a development team • Player Selections must be ratified through the committee to ensure the Selection Policy has been followed.
5. Competitions & Development	Provide advice to HQ on the timing of the annual Events Calendar, opportunities to attract visiting teams and/or potential development tours and linkages into Hockey Australia Player Development initiatives.
6. Education	Work with the Coaching Committee to foster and promote a culture amongst the network of coaches, players and managers that is aligned with the HQ ethos and is evident in all documentation, briefing and debriefing sessions, professional development initiatives and performance reviews.
7. Relationships	Foster an effective working relationship that will enhance the performance of the Committee with the QAS, Hockey Australia, other state coaches and Associations.
8. Rules & Manuals	Provide feedback as required in relation to the development and updating of policies and protocols for HQ.
Reporting	Provide timely provision of the meeting minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.

Indoor Hockey Committee

Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter.

Purpose of the Committee	<p>The Indoor Hockey Committee (IHC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> • Indoor State Championships, programs and events. • Coach Education. • State Team leadership appointments. • State Team preparation
Membership	<p>Membership of the Committee will promote gender balance and will consist of:</p> <ul style="list-style-type: none"> • Chairperson. • 4 general members. • A HQ staff member will also attend the committee meetings but will not be considered a member of the committee.
EOI's and Criteria	<p>EOI's for positions will be called for by HQ in March each year Appointment process will be followed as per the Committee Charter.</p>
Term	<p>Chair 2 years two members 2 years – then rotates to 1 year two members 1 year then rotates to 2 years</p>
Quorum	<p>As per the Charter: The quorum of meetings shall be:</p> <ul style="list-style-type: none"> • Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The IHC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>
1. Tournament Regulations	<p>Provide advice and recommendations in relation to the game policies and tournament rules and regulations. Liaise with the Technical Committee on competition requirements.</p>
2. Appointments	<p>The IHC will confirm State Team Leadership appointment recommendations to be made to the CEO for approval. Positions appointed will include:</p> <ul style="list-style-type: none"> • Coach • Assistant Coach • Manager • Selectors <p>The Appointments Process will be:</p> <ul style="list-style-type: none"> • The Committee will provide pre-requisites required for the positions. • Expression of Interest will be received by Hockey Queensland. • Hockey Queensland will prepare a draft short list of appointments. • Draft is confirmed with the Chair prior to full Committee comments, • Committee receives draft of appointments and provided feedback and recommendations to the CEO. • CEO approves appointments.

3. State Championships	<p>The IHC will work with the HQ Office to;</p> <ul style="list-style-type: none"> • Confirm dates for the Indoor State Championships • Determine the State Championship venues based on the EOI's received • Provide advice and support to host Associations • Review the Championship program and the end of each season and make recommendations for the following season.
4. State Team Preparation	<p>The Committee will plan and deliver training camps and sessions for the State Teams prior to a National Championships. The Committee will consider these sessions when planning the State Championship calendar. Hockey Qld office will support the logistics required to supply the programs with the most appropriate coaches.</p>
5. Education	<p>The IHC will work with the HQ Office to:</p> <ul style="list-style-type: none"> • Plan and coordinate coach education and development opportunities • Plan and coordinate umpire education and development opportunities
6. Special Projects	<p>The IHC will work with the HQ Office to plan and prepare special events and projects to support Indoor Hockey when appropriate.</p>
7. Communication	<p>The IHC will contribute and administer the HQ Indoor Facebook page with the HQ office. The committee will provide advice and key messages to be distributed to the Indoor Community from the HQ Office. The HQ office will manage all livestreaming with advice from the Indoor Committee.</p>
8. Reporting	<p>Provide minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.</p>

Technical Committee

Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter

Purpose of the Committee	<p>The Technical Committee (TC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> • Rule variations and tournament regulations • Recommendations on appointments • Conducting tournaments. • Developing and recognising Technical Officials. • Providing advice on education requirements
Membership	<p>Membership of the Committee will include</p> <ul style="list-style-type: none"> • Chairperson. • 4 general members. • A HQ staff member will also attend the committee meetings but will not be considered a member of the committee.
EOI's and Criteria	<ul style="list-style-type: none"> • EOI's for positions will be called for by HQ as per the Charter each year. • The chair must be an active technical official at a local or HQ State Championship level and meet the selection criteria • All other members must be active and meet the selection criteria • Appointment process will be followed as per the Committee Charter.
Term	<p>Chair – Two (2) year term</p> <p>Minute Secretary x Two (2) year term</p> <p>2 General Member x One (1), then a Two (2) year term</p> <p>1 General Member x Two (2), than a One (1) year term.</p>
Quorum	<p>As per the Charter:</p> <p>The quorum of meetings shall be:</p> <ul style="list-style-type: none"> • Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The TC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>
1. Policy, Rule Variations and Tournament Regulations	<p>Provide advice and recommendations in relation to the game policies and tournament rules and regulations. Along with decision making capacity for Association uniform submissions and feedback on manual updates.</p>
2. Appointments	<p>Establish clear criteria and position descriptions for Technical Officiating appointments. Make appointment recommendations based on the criteria developed and expressions of interest received.</p>
3. Tournaments	<p>Determine and ratify team seeding and advice and feedback on tournament draws. Provide advice and recommendations to HQ on State Championships</p>

4. Education, Accreditations and Development	Make recommendations for non-accredited education for Qld Technical Officials and support the Education Coordinator on education plans for Officials. Select annual award winners in the Technical Officiating Awards.
5. Communication	Foster an effective working relationship directly with the network of technical officials in Queensland and Australia that will improve the standard of officiating across the state.
6. Reporting	Provide timely provision of the meeting minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.

Coaching Committee

Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter

Purpose of the Committee	<p>The Coaching Committee (CC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> To increase the participation and standard of coaching throughout Queensland. To ensure adequate educational standards are maintained for coaches. To ensure an inclusive philosophy is maintained. To develop a close working relationship with schools, all affiliated associations and other educational institutions to enhance the development of Coaching. To develop close relationships with the QAS (via the HQ High Performance Manager) To drive the #TeamQld culture.
Membership	<p>Membership of the Committee will promote gender balance and will consist of:</p> <ul style="list-style-type: none"> Chairperson. HQ Education Coordinator HQ Athlete Development Coordinator. A High Performance Coaching representative. An RCD representative. 3 other representatives who has experience, knowledge and understanding of coaching.
EOI's and Criteria	<ul style="list-style-type: none"> EOI's for positions will be called for by HQ as per the Charter each year. All Nominees must have current or historical coaching accreditation. Appointment process will be followed as per the Committee Charter.
Term	<p>Chair Two (2) years High Performance & RCD Representative Two (2) years then One (1) 3 other representatives One (1) year then Two (2).</p>
Quorum	<p>As per the Charter: The quorum of meetings shall be:</p> <ul style="list-style-type: none"> Committees with 6 or more members - 4 members Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The CC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>
1. Policy	<p>Establish, implement, monitor the effectiveness and review the required policies to ensure alignment with National policies and relevance for Queensland.</p>
2. Finance	<p>The budget and expenditure for Coaching activities will be determined by the CEO, which must include sign off by Hockey Queensland Board. It is expected</p>

	recommendations on program activities to come through this Committee to the CEO.
3. Education and Accreditation	<ul style="list-style-type: none"> • Foster and promote a culture amongst the network of coaches that is aligned with the HQ ethos of fair play and sportsmanship and the Codes of Conduct set down by Hockey Queensland and Hockey Australia • Promote awareness of the pathways available for coaches and encourage the use of the National and State accreditation program.. • Oversee Delivery & Quality of all National and State Coaching Courses. • Identify, Encourage & Recruit Coaches to apply for Qld Team positions. • Identify possible gaps in the Coaching Pathway. • Assist in Identifying opportunities for Coach Development.
4. Development	<ul style="list-style-type: none"> • Provide assistance and development of resources for all levels of Coaches. • To initiate and conduct a minimum of 2 Coach Conferences annually, one focusing on Participation and one on High Performance. • To assist in Talent Identification of Coaches (particularly from Regional areas).
5. Communication	<p>Provide feedback in a timely manner on requests from HQ, HA and other relevant stakeholders.</p> <p>Provide regular communication regarding achievements and updates to HQ for distribution to members.</p>
Reporting	Provide timely provision of the meeting minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.

Women's Masters Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter

Purpose of the Committee	<p>The Women's Masters Committee (WMC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> • Develop and oversee programs. • Overview of Masters State Championships. • Develop and grow Women's Masters Hockey (both Indoor and Field) across Queensland.
Membership	<p>Membership of the Committee will include</p> <ul style="list-style-type: none"> • Chairperson • 8 general members • A HQ staff member may also attend the committee meetings but will not be considered a member of the committee.
EOI's and Criteria	<ul style="list-style-type: none"> • EOI's for positions will be called for by HQ as per the Charter each year. • Appointment process will be followed as per the Committee Charter.
Term	<p>Two (2) years for the Chair and 6 general member positions One (1) year for 2 general members</p>
Quorum	<p>As per the Charter: The quorum of meetings shall be:</p> <ul style="list-style-type: none"> • Committees with 6 or more members - 4 members • Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The WMC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>
1. Policy	<p>Establish, implement, monitor the effectiveness and review the required policies to ensure alignment with National policies and relevance for Queensland.</p>
2. Finance	<p>The budget and expenditure for Women's Masters activities will be determined by the CEO, which must include sign off by Hockey Queensland Board. It is expected recommendations on program activities to come through this Committee to the CEO.</p>
3. Appointments	<p>Appointments will be made by the WM Appointments Panel. For the WM Contingent Leader and Coaching Coordinator the panel will be:</p> <ul style="list-style-type: none"> • HQ CEO. • A HQ Staff Member. • WMC Player Survey Manager. <p>The WM Ratifying Panel for all team positions and selectors will include:</p>

	<ul style="list-style-type: none"> • A HQ Staff Member. • HQWMC Chair. • WMC Player Survey Manager. • Contingent Leader. • Coaching Coordinator. <p>Panel Members will only be involved in appointments where they are not nominating for a role.</p> <p>The WM Ratifying Panel's role is to ensure the HQ Selection Policy has been followed and to appoint State Team Coaches, Managers and Selectors (including Chair of Selectors).</p> <p>The WM TeamQLD Ambassador will be identified and recommended by the WM Chair to and will be appointed by the HQ CEO.</p> <p>All appointments require endorsement by the HQ CEO.</p>
4. State Team Selections	<ul style="list-style-type: none"> • Where sufficient nominations are received the WMC aim to send teams to the National Championships each year in the O/34, 40, 45, 50, 55, 60 and 65 divisions. Player welfare and quality experience, withdrawals and sustainability will be considered when entering teams. • Additional teams may be entered to supplement any age group subject to player availability. • Encourage experienced and accredited Coaches, Managers, Contingent Leader, Coaching Coordinator and TeamQLD Ambassador to nominate for the National Women's Championships. • Establish and communicate clear recruitment guidelines and timeframes for the appointments of Women's Masters State Team Selectors, Coaches, Managers, Contingent Leader, Coaching Coordinator and TeamQLD Ambassador. • Provide effective leadership in induction and performance monitoring to appointed officials • Provide cost effective support to players, Coaches, Managers, Contingent Leader, Coaching Coordinator and TeamQLD Ambassador who attend National Women's Championships.
5. Tournaments	<ul style="list-style-type: none"> • Provide oversight of the State Women's Masters Championships • Provide support for State Women's Masters Indoor Challenge • Oversight of the HQ Contingent attending the National Women's Masters Championships.
6. Communication	<ul style="list-style-type: none"> • Continue to build the WM Delegates network across Queensland's Associations. • Foster an effective working relationship directly with the Master's community through the WM Delegates in the Associations. • Promote WM opportunities, activities and successes through all available avenues including maintaining the WM Website, Facebook and contributions to HQ newsletter <i>The Dribble</i>.

7. Rules & Manuals	Develop policies and protocols for the Women's Masters State Championships and State Team administration
Reporting	Provide timely provision of the meeting minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.

Men's Masters

Terms of Reference

This document is to be read in conjunction with the HQ Committees Charter

Purpose of the Committee	<p>The Men's Masters Committee (MMC) assists and advises Hockey Queensland on fulfilling its oversight responsibilities relating to:</p> <ul style="list-style-type: none"> • Develop and oversee programs • Overview of Masters State Championships • Develop and grow Men's Masters Hockey (Indoor and Field) across Queensland
Membership	<p>Membership of the Committee will include a minimum of:</p> <ul style="list-style-type: none"> • Chairperson. • Vice Chairperson. • Treasurer • Secretary <p>An additional five (5) general members</p>
EOI's and Criteria	<ul style="list-style-type: none"> • EOI's for positions will be called for by HQ as per the Charter each year. • Appointment process will be followed as per the Committee Charter.
Term	<p>Two (2) years for the Chair and three (3) executive positions and two (2) general members</p> <p>One (1) year for three (3) general members</p>
Quorum	<p>As per the Charter:</p> <p>The quorum of meetings shall be:</p> <ul style="list-style-type: none"> • Committees with 6 or more members - 4 members • Committees with 5 or fewer members - 3 members
Delegated Authority	<p>The MMC will undertake its responsibilities and make recommendations for improvement to HQ in the following areas:</p>
1. Policy	<p>Establish, implement, monitor the effectiveness and review the required policies to ensure alignment with National policies and relevance for Queensland.</p>
2. Finance	<p>MMC will maintain its financial management on all funds raised by the MMC. Funds and transactions will occur in accordance with HQ financial management policies utilising HQ financial management systems.</p> <p>HQ will provide a Statement of Financial Performance on a minimum quarterly basis or as required by HQMMC.</p> <p>Any additional support provided from HQ to Men's Masters will determined by the CEO, which must include sign off by Hockey Queensland Board.</p>
3. Selections	<p>Establish a selection policy for players to be selected in Queensland Men's Masters Hockey teams to contest the national titles.</p>
4. Tournaments	<ul style="list-style-type: none"> • Provide oversight of the State Men's Masters Championships

	<ul style="list-style-type: none"> • Determine the location of all Men's Masters State Championships following consultation with HQ with respect to current approved schedules • Approve the appointment of off field and on field officials for all Men's Masters State Championships. • Oversight of Queensland Teams at the National Men's Masters Championships
5. Communication	<p>Provide feedback in a timely manner on requests from HQ, HA and other relevant stakeholders.</p> <p>Provide regular communication regarding achievements and updates to HQ for distribution to members.</p>
6. Rules & Manuals	<p>Establish a competition manual that details the number and format of all Men's Masters State Championships.</p>
Reporting	<p>Provide timely provision of the meeting minutes to the HQ Board via designated portal and report progress of their Operational Plans to the HQ Board at least once annually.</p>