



www.upc-pool.org.uk

UPC Club Handbook

Introduction

Welcome to the UPC Club Handbook!

Running a Pool Society or Pool Club is a huge test of your leadership skills. As well as being hugely enjoyable for you, personally, you are also responsible for your members. Moreover, although it is a very fulfilling and rewarding experience, it can also be a very hard one as well.

This guide aims to support you and provide some advice on how best to maximise the potential of your club's potential. It aims to help you establish a firm base for your club to continue to grow and develop long after you graduate.

The UPC promotes the sport of pool at Higher Education institutions in the UK and exists for the benefit of players at this level. Our aim is to provide each and every student in Britain with the opportunity to represent their university at pool across a range of disciplines. As part of this endeavour, the UPC has a key strategic imperative to maximise student inclusion and participation, and central to this work is guidance and advice to students at the local level to help them set up and make the most of their pool societies/clubs.

This document has been designed to meet this objective and is anticipated to evolve over time. Therefore, your feedback is greatly appreciated.

Six Stages to Success

There are six key stages to setting up and developing your pool club. These are:

1. **Establish a club structure**, to create a firm base and spread the burden.
2. **Affiliate to organisations internally and externally**, to build continuity and fundraising opportunities.
3. **Market yourself and communicate**, to develop the club profile.
4. **Recruit members**, to build club numbers and club diversity.
5. **Establish competitions**, to improve skills and make the club fun to be in.
6. **Build spirit and enjoy it!** This will keep your motivation up and make the club into more than the sum of its parts.

Let's now look at each of these in more depth, and discuss some of the issues.

1. Establish a club structure

Whilst some small clubs can survive with just one person running the show, it's usually a good idea to recruit a few people to **form a club committee**.

Some successful clubs not only have the usual administrative roles (i.e. a **Chair**, **Treasurer**, and **Secretary**) but also a **Communications Officer** and **Social Secretary**, amongst others. Why not **appoint people for specific needs**, for example to promote 9-ball play, or to recruit more women to your club?

This helps to spread the load by dividing out the tasks, brings different ideas and skills into your club, and prevents "little kingdom syndrome", whereby one individual dictates the running of the club to his or her personal priorities, leading to the club not servicing its members nor lasting very long after the individual graduates. Many clubs collapse as soon as their leader leaves which is a shame and can easily be prevented by using the committee. Moreover, to be affiliated to your Athletic Union (AU) and/or Students' Union (SU) you will likely need, constitutionally, a Treasurer and Secretary to support the Chair of the club.

It is also important to have a **dynamic committee**, from across the university years, each with a specific duty. A static committee, all from the same year, will bring some benefits but the club risks collapsing if all club officials graduate at the same time, and exams and other obligations will tend to limit the flexibility and outreach of the club.

If you need greater diversity in your committee, then conduct recruitment drives (see below). Moreover, to ensure continuity, hold elections in your second semester so that new officers can be mentored by and shadow the outgoing post-holders. One good idea is to ensure at least one first year is on the committee, perhaps with the job title of "**Club Continuity Officer**" to ensure the club plans for next year.

Establishing a dynamic committee will allow you to build a platform and put the basics in place on a firm setting. Now, as a committee, you will need to know what you want to do and how you want to develop as a club. This usually involves a constitution and some level of democratic process – elections, disciplinary policy, and other such things. This will also involve ensuring some permanent structures are in place – for example, emails and letterboxes bound to the club and not to individuals.

As a committee, you also need to map out your objectives for the year and set yourselves some "**SMART**" targets:

- **Specific** (what you want to achieve)
- **Measurable** (ability to measure whether you have achieved it)
- **Achievable** (are they achievable and attainable?)
- **Realistic** (can you realistically achieve the objective with resources you have?)
- **Time-phased** (when do you want to achieve the set objectives?)

Finally, the key to all this is to **keep your motivation high**. If your club just keeps the same members and doesn't review its activities, it runs the risk of becoming static and eventually withering away as members drift off. A healthy club is one that has a regular influx of new members and a periodic change in office-bearers on the committee; it has a mix of recreational, competitive and social activities; and is regularly thinking about the future.

You don't have to be ambitious, provided you keep reviewing whether your club is doing what the current and potential future members actually want. You may decide to recruit younger members, expand or develop your competitions, or join new leagues, or provide more training and coaching for your members.

There are many options for developing the club; you just need to decide which is the most appropriate for your club.

2. Affiliate to organisations internally and externally

By its very nature, a university student population will be very dynamic – students will come and go mainly through enrolment and graduation. As such, the continuity of the club will always be at risk and depend largely on the individuals involved – when they leave, will there be enough people interested to maintain the club, and even if there is will anybody want to organise things and *know* what to do?

Part and parcel of this will be a healthy recruitment strategy (see below) however there are other steps you can take to ensure the club does not fade away, which in turn will also maximise the potential of your club in other ways.

Key to this is to, as best you can, tie your club to as many **permanent structures** as you can. These structures, which can be both individuals and organisations, will be there with or without your club and will often have a personal interest in keeping it going long after the previous year's officials have graduated/left. They will be able to offer advice, provide a permanent depository for knowledge, contacts, and good practice, and be the foundations for consistent growth for the club.

This is a recognised practice across many industries and organisations where there is a regular turnover of officials – for example, central government has the civil service; the NUS has permanent operational staff conducting “business” for the elected national committee; and, more locally to you, your SU and AU has a similar set-up with elected officials supported by permanent staff managing areas of the operation.

Register your club **with the AU and SU** and ensure that something is pulled together at the end of each year for the following one – items you may like to include are:

- a list of all the relevant AU/SU representatives;
- “welcome packs” and other handbooks you have pulled together as a club;
- any good practice you have picked up during the year;
- any funding streams you have developed; and
- ensure also that you register your club (preferably your club officials for next year) and the contact details with the **UPC** (www.upc-pool.org.uk)!

Even if you, as a club official, think you will be returning the following year to help run things – assume you won't be and make preparations, as anything could happen to affect your personal circumstances in the meantime.

Wherever there is a pool table on your campus (SU, AU, hall bar, public house or wherever), **develop a relationship with the applicable manager** (e.g. bar/entertainments manager, hall rep, etc) and have them take an interest. It is in their interests to have competitions on their “quiet” nights to bring in paying customers, and even more so if they can get others to run it.

Indeed, **fundraising** is the art of getting money for your club/society. Typically for University Pool Clubs this is by way of grant applications to your AU or SU, however there are many ways of raising money, such as:

- **Membership subscriptions**, e.g. £5 joining fee.
- **Seeking donations**, e.g. via a donations pot at each practice session/tournament.
- **Obtaining grants**, e.g. to your AU, SU or external sporting bodies.
- **Organising fundraising events/socials** e.g. sponsored “poolathon” with a prize to whoever guesses how many balls are potted in a 24hr session.
- **Running lotteries/raffles** e.g. via all AU clubs, with an additional prize to the club that sells most tickets, or a “50 Club” with 50 members paying £1 each per month and a single prize of £20.
- **Obtaining sponsorship**, e.g. from your local pool hall. Most bars will be happy to donate beer, vouchers, or food as prizes or to make the night enjoyable, so long as people are there buying drinks etc. Again, the bar managers will also be able to negotiate with the brewery on your behalf for additional prizes (cues for example) or other deals for your members. Your local pool/snooker hall will equally be willing to do discount deals or provide prizes if it gets people into their premises regularly - remember that for such premises, the bonus is the marketing of their premises to new faces, as well as simply the numbers on the night, as it encourages repeat trade.

3. Market yourself and communicate

Promoting and marketing can be a highly effective means of:

- attracting more members, volunteers and funding for your pool club;
- increasing the number of supporters at your events;
- improve the social aspect of your club; and
- integrate it more fully within the community in which it is based.

However, it is important that your marketing strategy is at once holistic, coordinated and integrated into the overall development of your club.

All successful promotional campaigns are based around one key principle - **communication of clear benefits to a clear target group** (or “market”). Your target market needs to be those individuals most able to fulfil aims and objectives, so work out who these people might be, keeping in mind it may be more than one group and so you may need more than one message.

Have a clear image of who you are targeting when producing your promotional material – by understanding who you are addressing and then communicating with them as individuals and in the right language, you stand far more chance of producing something that has impact and sounds really attractive to them. Think about dividing up your market or “segmenting” it into groups, which enables you to **tailor both the message** you put in front of them **and the offer** itself.

For example, if you are hoping to run a successful mixed-doubles tournament as a regular social event and as part of a recruitment drive for more female involvement in your club, you may decide that you need to “market” your event both to existing male competitive members *and* to new (perhaps novice) female students, and so very different messages will be needed for each group.

This is a **key point** – bear in mind that your club is about two things: **pool AND enjoyment**. Both are needed for any new member to join and old members to stay,

and so BOTH need to be integral parts of your marketing campaign, i.e. it's not just about pool! Practically, this may involve promoting the social side to the club, and the wider benefits it brings, and not just focus on the competitive element.

Another example might be that you decide that your club needs more volunteers. Some people interested in volunteering will be involved in pool and some will not. To attract:

- those already interested and participating, you might talk about helping to provide more opportunities for people to play their sport or receive other benefits (e.g. free practice time); whereas for
- those not involved, you may want to emphasise the chance to meet new people and make new friends, or get some experience of business admin or club management to gain transferable skills useful in the workplace, post-graduation.

Try to **match the message to the group**.

You may also find it effective to **target people indirectly** – for example, contacting other clubs, or the local hall bars, and challenging them to form teams to participate in a social event (which you can subsequently recruit from). Such **cross-marketing** is a great way to not only diversify your membership but also have fun in the process.

Why not challenge one of the various international or cultural groups to a match? You may discover a hidden 9-ball champion!

But **what** do you tell them?

Let your target market know what is in it for them – talk in terms of **benefits**, as it is the benefits that sell things. An example maybe that you want to make the point that your coaches are trained, accredited or experienced – the benefit is that your players receive coaching that is matched to their requirements, in order to get the best from them at whatever level.

But take care to focus on only one promotional message at a time; too many competing messages can dilute the proposition and confuse the reader. Apply the “**so what**” **test** – ask yourself “so what benefits does this offer?” If any further explanation is required, you are not being explicit enough about the benefits.

In some instances, you may need to **create new incentives/benefits** to use in promotional activity, and this is most clearly the case concerning prizes. Fundraising was covered in the previous section and outlines some options there for you.

What type of promotional medium you use will also be key to the message delivery. Choose a medium that your target audience uses, and **maintain a consistent look** across your material, **repeating key messages** – the response will increase as readers begin to recognise your image.

It's very likely that your club will want a simple **leaflet, poster, or flyer** to advertise its activities. The key to success with printed materials is getting them displayed in the right places. Try to define where your potential members spend their time, and look for ways to distribute your materials in those places. Moreover, particularly with posters, only use pictures that fit with and complement the headline and text and use a clear “call to action”.

Press releases (e.g. in your **SU magazine** or on your **student radio station**) can be a great way to promote your club – however keep these short and to the point (the

first paragraph should contain all the vital information) and ensure the story is interesting and that the content does not come across too much like an advert. Most important – end the piece with your contact details! This needn't be personal details, simply where and when events occur or your committee meets.

Maintaining a simple **club website** can also be an effective way of attracting newer members, and many club websites are hosted on the free space provided by Internet Service Providers to their members. Your website will be more prominent if it is linked to other relevant places – make sure it is linked to/from your AU, SU, and other such places, both internal and external. Key principles to remember here are:

- keep the site interesting so to draw people in;
- ensure all the important information is clearly displayed or easy to find;
- keep the site simple and up-to-date;
- avoid irrelevant or time-consuming graphics; and
- promote your site on all your promotional material.

In recent years, social networking has been a powerful tool and the student population has been one of the quickest to embrace this. As such, any pool club should link into their students' union **Society Facebook group** and sub-groups (i.e. set up a specific one just for your pool society/club). As well as a useful tool to build numbers (through linking into regional networks, and other clubs), which can also be used to "sell" the club to sponsors (who like to have access to large local populations), it helps you to **share ideas and experience** instead of re-inventing the wheel. This can be amongst your pool club or between groups - perhaps the snooker or football clubs had a great idea which you can use? It is all about sharing good practice.

Of course, **social networking isn't simply confined to the virtual world** – your actual pool events and subsequent word-of-mouth will often be your most useful tools in promoting your club, and this is why it is important to ensure many of your events (if not all) take place on campus if there are tables available, as it will provide you with a regular visible presence and opportunity to market yourselves to the student body.

Specific non-pool promotional events are hard work and complicated to plan, but the key here, with not only promo events but all material, is to maximise the use of what you have at your disposal:

- get a stall at your **Freshers' Fairs and AU/SU markets**;
- use **society forums**;
- attend and promote stuff (perhaps subject motions) at your **Union General Meetings**;
- if your SU has networked **TV advertising space**, get an advert for your weekly competition up there; and
- compile **email lists** and send people updates (taking care to limit this and to keep it relevant with benefits – spamming will get you ignored!).

These are just some of the approaches you may like to take. As stated elsewhere, it can be a rewarding but challenging experience, and spreading the workload amongst your committee is highly recommended.

Moreover, universities are a rich source for useful skill-sets – you may like to proactively **recruit a marketing undergraduate** to undertake these responsibilities and gain some personal experience as a **Marketing Officer**. Similarly, most IT

undergraduates need to create and maintain a website from scratch as part of their coursework, and so why not recruit one to take the lead on your website?

Remember to **review** your promotional **material regularly** (e.g. ask your membership what works and what doesn't, particular new members who were subject to it) and adjust your approach for next time. Also ensure the lessons learnt and knowledge gained is communicated to your committee, particularly those continuing the club into the following year.

4. Recruit members

A steady influx of new members helps to keep your club vibrant and forward-looking. As well as enlarging the pool of people to play with, and to create club teams and leagues, the recruitment of newer and younger members ensures that you're building a participation base for the next generation of top club players.

When you are looking to recruit new members (which should be an ongoing action point for your committee – perhaps you may like to appoint a “**Recruitment Officer**”), look at the set-up of your particular club and **identify** what the **barriers to potential members** are.

These can be:

- **Real Barriers**, e.g. your society/club does a lot of things that cost money; or
- **Perceived Barriers**, e.g. thinking that the time requirements are too high.

Once you identify these, you can then look to respond to them and recruit new members.

Once your membership grows, you'll require some form of **database** to keep track of all your member details. There are several software programmes available, and some clubs undertake an online membership database where members can update their own details, however a simple Microsoft Excel spreadsheet works just as well – use whatever works best for you.

Maintaining a database like this has several benefits:

- it's easy to find and update each member's record;
- the entire database can be transferred on disk from one officer to another when post-holders change; and
- you can quickly analyse the membership information to find out, for example, how many of your members will be graduating soon; how many live off-campus; and what the diversity of your membership is (e.g. do you need to recruit more women?).
- Key Tip: **get University ID numbers** when players join! This will make it much easier for you to complete forms for the UPC events!

It's also a good idea to create a “**welcome pack**” for all new members, which can be quickly updated year-to-year, to help them to find their way around the club and feel at home more quickly. It makes them feel valued and will help them to stay committed to your club. A welcome pack might include:

- A welcome letter from the club chair or committee;
- The club handbook, with any relevant policies or rules;
- Details of the regular internal competitions and practice sessions with dates, times and locations;

- A calendar of other events and matches e.g. UPC events (www.upc-pool.org.uk), coaching sessions, socials, award nights; and
- Information about the league and competition structures/formats.
- The club website domain, if you have one – a club website makes it much easier to communicate everything you need to new members.

But where to go to find new members?

Certainly the best place at the start of the year is **around the actual pool tables** themselves, and so many of your marketing tools (outlined in the section above) should be aimed around these areas in the early days, and to a lesser degree throughout the year. The clearest example of this is to place your general promotional posters near to any pool table on or near to campus!

But this won't be the only place to find pool players – **Freshers Fairs and other market areas** will have an abundance of potential new members and so certainly look to get a stall at one or all of these. However, take care to **manage your stall properly** - make sure you don't have too many people running the stall at any one time as it will look crowded, unapproachable and clique.

New students could be nervous but are eager to get involved. Talk to as many people as you can and try to remember their names so that they feel valued when they come to the first meeting or competition. Take care to make new (and indeed old) members feel welcome and involved.

As mentioned in the competitions section below, **varying your events and disciplines** can also help to recruit members - have practice nights as well as single, team and mixed competitions. Indeed, mixed-doubles are generally great social nights and a useful way to get new people involved, especially women as pool is a traditionally male-dominated sport.

You may also like to **adapt the entry requirements** of your events - have open membership to everyone playing in your regular, publicised weekly competitions, and then subscribed membership to those wanting to take it further and have practice time, coaching, and play for a team, etc. Or have an **icebreaker tournament** which only freshers can enter and link it to a wider social event afterwards (which all club members can perhaps attend).

As mentioned, a dynamic society/club of mixed academic years and study subjects will help you to **network market** and build your membership through natural social interaction. Perhaps even hold a "Plus One" tournament or social night, where all members must introduce a completely new person to the club (perhaps with a handicap tournament format) – this will help recruitment and if you make it fun, you will **retain** them.

If your committee (or club) as a whole needs recruitment in a certain demographic, then target your recruitment/marketing drive appropriately to fill the gap.

It is important, however, to **tailor your campaign** to your target audience – although your main posters would usually need to be near to pool tables by and large, if you are trying to diversify your membership, for example you may wish to recruit more women to form a team for the UPC Women's event, you may wish to target your marketing tools appropriately (e.g. posters in female halls of residence; hand out flyers at netball practice sessions) and promote the wider social aspects.

The section on marketing outlines further action you can take to publicise the benefits of your club and recruit more members.

5. Establish competitions

At the heart of your club is the **programme of competitions**, training, coaching, matches, leagues and social activities that you provide for your members. This is what attracts your members to join – and keeps them in membership.

Each person wants to **enjoy** the sport at their own level; many want to **improve** their skills; some want to **engage in competition** with others; and most members will also enjoy some **social events** with their friends in the club.

Sport England has produced a useful document entitled, “Organising Fixtures and Competitions” which outlines and explains many of the different **types of competition formats** you can run. This can be found in PDF format at:

www.helpforclubs.org.uk/NR/rdonlyres/170F831E-BBF8-4B5F-8C38-DAC657BD7E96/0/eventsfixturesrunningsport.pdf

Some examples are as follows:

- Leagues
- Ladders
- Play-offs
- Knock-out
- Double-elimination
- Swiss System

The above document also details **seeding** and **handicap systems**, as well as how to make fair and transparent draws for the above and useful general advice on putting fixtures together and managing your team. You may decide to undertake some or all of these competition formats, or integrate a few into a larger or long-term competition (e.g. over the course of a season).

It is up to you and your committee to decide upon how to develop your club, based on the characteristics of your club and what your members want. **Knowing what YOU want** from the competition is vital to making it successful and enjoyable for everybody, and defining your objectives will help you to decide the best type of competitions for your club.

The above were examples of different *formats* you might use, but are applicable to most sports. Some examples of **alternative pool formats and disciplines** you may like to try out are:

- Singles
- Team
- Doubles (both “regular” and “scotch”)
- Mixed-doubles
- Speed Pool
- 8-ball
- 9-ball
- 10-ball
- Killer
- 14-1 / Straight Pool

Further details on these disciplines can be found using the links within a comprehensive glossary of cue sport terms, found at:

www.wikipedia.org/wiki/Glossary_of_cue_sports_terms

As alluded to above, whilst it is always good to try new initiatives, you should also tailor your calendar and events to **what your members want**.

Remember that if players are always playing against people of very different skills and abilities, it can be hard to sustain motivation. As your club grows, you will probably want to develop a more coherent “**player pathway**” to encourage progression from recreational or novice players to more competitive and experienced levels of play.

However, don't forget that many members also enjoy the **social side** of any club and the opportunity to make new friends - your events may include some “fun” activities as well as competitive ones.

Many of the more experienced players will want to have some very competitive activities, and for this, whilst you can organise internal leagues, ladders and other competitions (for your university in general and/or your pool club), you may need to look outside of your own club/university. Obviously, the UPC provide a number of events for you to participate in (www.upc-pool.org.uk), but there are also inter-club leagues and competitions which you may like to send a team to compete in regularly.

It is important however to ensure all team selection is both transparent and fair so that cliques don't develop and no arguments occur – it has been known for some club secretaries to pick themselves despite previously failing at their club trials!

The delivery of quality **coaching sessions** plays a large part in any club's development. Appropriately qualified and prepared coaches will deliver sessions to your club members that will not only improve their performance but will ensure that all members reach the levels to which they aspire to. This will be achieved in a fun, safe, and secure environment. Clubs with good quality coaches will become successful and will attract new members. However, you **may not need to look outside of your own club** – your better players may like and are probably best-placed to offer advice and guidance to the rest of your club – perhaps have regular practice nights involving tuition of specific rules.

One good way of maximising potential throughout your club is by way of a “buddy” **mentoring system** – your club members are paired off and throughout the year they will work to improve their partner. This need not only be one way – the mentor will analyse his/her own game through the mentoring process and improve themselves. Moreover, there'll be a cross-section of skills and specialisms in your club and so, if you apply some thought to the pairing, both partners will gain from it.

Maximising the potential of your members should be an integral part of your club philosophy, just as much as having fun and enjoying yourselves. Set your club targets each year and look to build on the previous seasons' efforts in planning new ones for the year ahead.

6. Build spirit and enjoy it!

It is extremely important for you and your members to enjoy the existence of your club, but enjoyment and spirit are different entities – whilst most clubs will provide a service and opportunity for people to interact socially and play some pool, some manage to take this a step further and build a unity amongst the club that drives them on to support one another in achieving success perhaps beyond their collective skill-sets. Indeed, for some clubs, they are collectively greater than the sum of their parts, and take great pride in this.

Spirit also helps to spread the energy across the club, preventing the “little kingdom syndrome” mentioned at the start of this handbook, whereby the club revolves around one or two individuals and their priorities, leading to the club not servicing its members and fading away.

But how do you achieve this?

The following are a few simple things that can contribute to this:

- Have regular **social events** balancing the competitive side to the club, and always look to include the more peripheral club members in these. Perhaps you may like to undertake some team-building exercises during such nights to relax your members and help you to bond?
- Create your own competitions and **award medals and trophies** to winners.
- Hold an **annual awards night or dinner** to reward members for their participation in the club, which may involve a mixture of real and joke awards (e.g. university champion; newcomer of the year; worst dressed player; quote of the year). This may take place after your last event or perhaps during a non-event occasion (e.g. a club dinner), and provides a focal point for recognising the achievements of your members and your club.
- **Keep a photographic record** of your activities and publish details in your member newsletters and other promotional material.
- Have your weekly competitions contribute to some sort of **university ranking list** and publicise this, perhaps aiming towards an end-of-season championship night for the top players.
- Perhaps **book a professional to do an exhibition and challenge night** - virtually all the top professionals, including recent World Champions, do this at a fairly reasonable price, and may be an option for any end-of-year tournament, event or awards night you may have planned. It also helps to put your club “on the map” so to speak.

You may have some ideas yourself?!

And finally....

It can be hard work as well as rewarding to be involved in the establishment and running of a pool club, so don't forget to take time out to enjoy it and celebrate **all** your successes.

Have you.....?

The below is an example checklist for you to use as a template when developing your club through the year:

- *Identified club officials or held elections?*
- *Have you got committee roles identified?*
- *Have you contacted your Athletic Union?*
- *Have you contacted your Students' Union?*
- *Have you contacted the UPC (www.upc-pool.org.uk)?*
- *Have you looked at good practice in other clubs at your university?*
- *Have you organised a stall at the Freshers' and AU Fairs?*
- *Have you got any fundraising plans (i.e. grants/sponsorship)?*
- *Can people join easily?*
- *Can people give you their contact details easily?*
- *Have you set up a mailing list?*
- *Have you set up a Facebook page?*
- *Have you got a regular competition night arranged?*
- *How are you going to market this?*
- *Have you got a regular practice night arranged?*
- *Are you going to stage some alternative competitions?*
- *Have you got a social planned?*
- *Are you going to hold an awards night?*
- *Have you established a committee and handover period for next year?*
- *Are you enjoying it?*

Have you.....?

The below is an example checklist for you to use as a template when preparing for the following year:

- *Have you established your committee for next year?*
- *If applicable, have you handed over the details for the club email address, website, Facebook page, etc?*
- *Have you provided the contact details for your committee to the UPC (www.upc-pool.org.uk)?*
- *Have you planned an end-of-year tournament and/or social?*
- *Have you set yourselves any objectives to pursue over the summer (e.g. build a website; scope potential sponsors)?*

Feedback

Please complete and email to oliver.dark@upc-pool.org.uk.

Please feel free to use additional sheets or expand the page as desired

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Please rate 1-10 [with 10 = very useful, 1 = not useful at all]

Rating =

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