

Practice Book

Purpose

The Practice Book describes the responsibilities and activities required of committees, individuals and groups to achieve sound administration and governance in the day-to-day management of Croquet England.

Scope

The Practice Book applies to the Executive, its members, committees, advisory panels and specialists and others appointed to assist the running of the organisation.

Introduction

Croquet England is a Charitable Incorporated Organisation (CIO) with three levels of governance:

The Constitution defines its administration and structure and may be amended from time to time by the voting members at an AGM or SGM.

The Board of Trustees has responsibility for the management of the affairs of Croquet England and may, for that purpose, exercise all the powers of the CIO. The Trustees are governed by Standing Orders. The Board of Trustees sets the overall strategy of Croquet England, has responsibility for its policies and appoints the Executive.

The Executive is responsible for the day to day running of the organisation. It is appointed by the Board of Trustees.

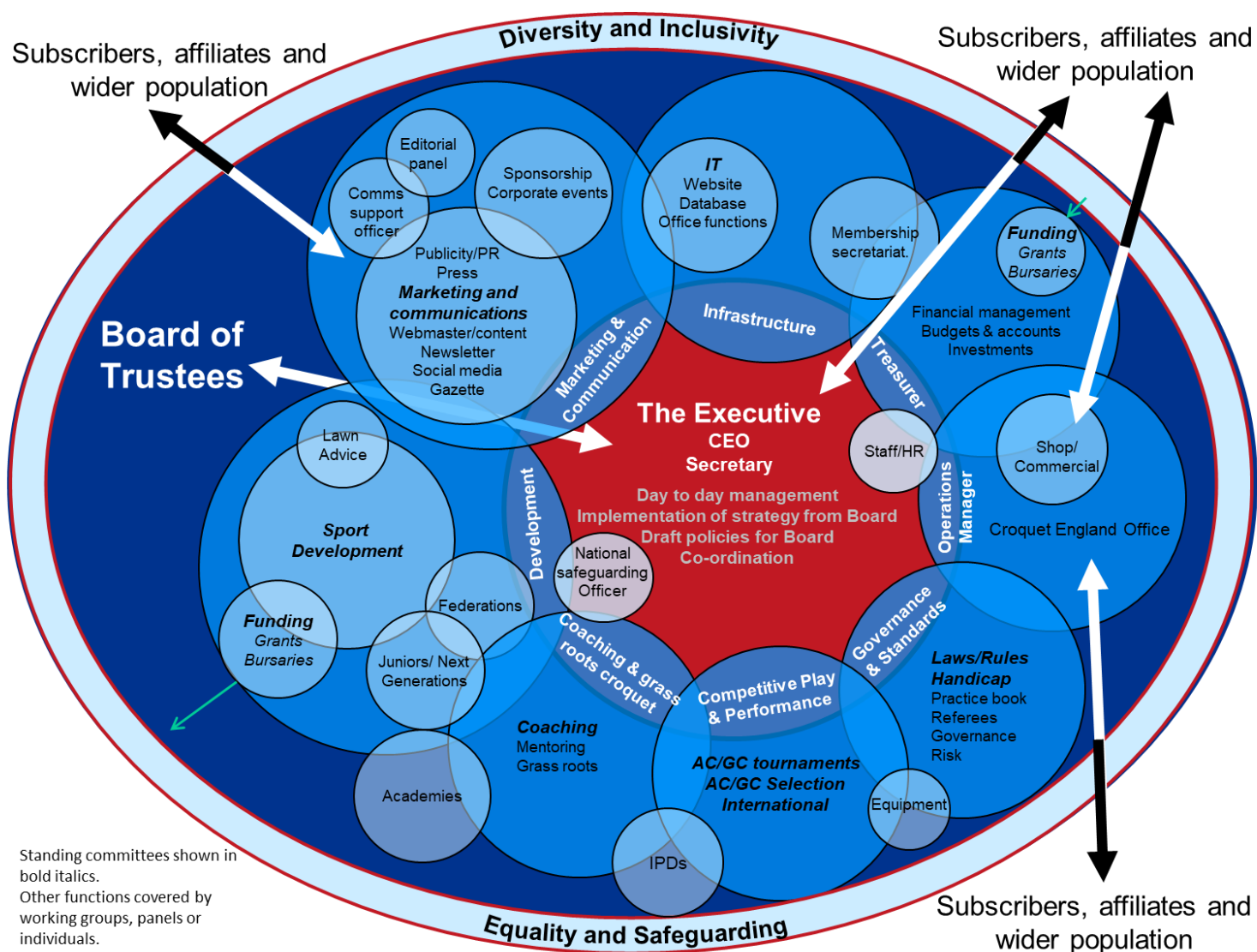
The Executive is supported by the Treasurer and the Secretary of Croquet England, the Secretary to the Executive (if appointed), the Operations Manager, Standing Committees and Advisory Groups who collectively ensure the organisation functions to the satisfaction of the Board of Trustees, the Charity Commission and the subscribers and affiliates of Croquet England.

The Standing Committees, Secretariats and Advisory Groups are organised into those that service the organisation and those that govern and administer the sport. Individual Standing Committees and Advisory Groups report to a nominated Executive Director who is responsible for liaising with them to ensure policies are followed and projects are completed.

This is a working document which is reviewed on a regular basis. Any amendments to the working arrangements described herein should be directed in the first instance to the Director for Governance and Standards.

Please note: all references in this document to the AGM refer to the AGM to be held in October. In 2024 there will be an initial extraordinary AGM for Croquet England in March.

The diagram below shows in schematic form how the various elements of the organisation interact.



Equality, diversity, inclusion and safeguarding are the responsibility of all members of the Executive and of all its committees and their members. Any concerns about safeguarding should be brought to the attention of the National Safeguarding Officer and any concerns about equality, inclusivity and diversity should be brought to the attention of the Chief Executive Officer.

1. The Treasurer

The “Treasurer” in this document is the Treasurer of Croquet England, appointed by the Board of Trustees, with the overall responsibility described in Standing Order (SO) 2.1. The Treasurer becomes an ex-officio non-voting member of the Board of Trustees and an ex-officio voting member of the Executive.

The specific duties of the Treasurer relating to the Executive are as follows:

1. Attend as a member all the meetings of the Executive.
2. Keep the Executive aware of and informed about its financial duties and responsibilities.
3. Compile and present regular management accounts to the Executive, including the implications of financial plans and budgets of the Executive's operational committees.
4. Advise the Administration Committee on salaries and, in conjunction with the Secretary, terms of employment for staff.
5. Provide the Operations Manager and staff with guidance and training on the Croquet England's financial practices as required.
6. Monitor the financial activities of the Office, report to the Executive on them and advise on improvements.
7. Audit the financial records produced by the Office and ensure that it keeps proper records of all financial transactions for inspection e.g. by the Independent Examiner, the Charity Commission and HM Revenue and Customs.
8. Compile and submit returns and any payments owed to HM Revenue and Customs in due time.
9. Make salary payments and honoraria and provide statements in due time.
10. Operate the workplace pension scheme for Croquet England staff, make the necessary returns, and ensure payment of liabilities.
11. Manage Croquet England's financial assets and systems, including investments, bank accounts and the accountancy database. This with the assistance of the Operations Manager.
12. Report to the Executive the advice of the Investments Consultative Group on investments and execute investment decisions.
13. Advise the Executive on subscriptions and tournament levy rates.
14. Assist the Operations Manager in ensuring that Croquet England is properly and adequately insured as directed by Executive.

2. The Secretary

The “Secretary” in this document is the Secretary of Croquet England appointed by the Board of Trustees, with the overall responsibility described in S.O. 2.1. The Secretary becomes an ex-officio non-voting member of the Board of Trustees

The Secretary may be supported by a Secretariat Group to deliver these requirements. In particular, the Secretary may invite the Executive to appoint a named person, who may or may not already be an appointed member of the Executive, to represent him/her on the Executive and to act as Secretary to the Executive in his/her place. The secretary or the nominated Secretary to the Executive, will take the ex-officio position of the Secretary as a voting member of the Executive.

The specific responsibilities of the Secretary, or the Secretary to the Executive if appointed, relating to the Executive are as follows:

1. Attend as a member all the meetings of the Executive and assist the Chief Executive Officer (CEO) as necessary in the conduct of those meetings.
2. Organise any formal voting procedure required.
3. Prepare and issue the calling notice, agenda and supporting documentation for meetings of the Executive.
4. Prepare and distribute the minutes of Executive meetings.
5. Arrange for minutes, together with any reports and agreed policy papers referred to therein, to be published to the subscribers and affiliates of Croquet England on the website normally within 4 weeks of the meeting.
6. Provide a summary of significant decisions for publication.
7. In conjunction with the CEO prepare and distribute the Executive's report for each ordinary meeting of The Board of Trustees.
8. Prepare and present reports to meetings of the Executive, covering agreed items, the frequency of such reports to be set by Executive.
9. In conjunction with the Treasurer, send the annual accounts to the Charity Commission and prepare and send any other reports or documents it may require.
10. Assist the CEO to ensure that Croquet England maintains the highest standards in the care of its employees and provides appropriate support, working conditions and training for them.
11. Advise, in conjunction with the Administration Committee, on the terms of service for staff.
12. Administer the requirements of the Complaints Procedure. The Secretary shall ensure that a register of such reports and statements for the previous five years is maintained and shall notify the chairs of the Golf Croquet (GC) and Association Croquet (AC) Tournament Committees about entries in the Register relating to Tournament incidents.
13. Ensure copies of all the Standing Committees minutes are published, in a timely fashion, on the website, so that an archive is maintained. This with the assistance of the Operations Manager.

Some duties may be delegated to suitably qualified personnel.

3. The Operations Manager

Croquet England's Office has an administration function for its subscribers and affiliates and a commercial retail function for them and the wider public.

The Operations Manager is appointed by the Executive, subject to the approval of the Board of Trustees, and is responsible for the operation of Croquet England's administrative and commercial activities. The Operations Manager reports to the Chief Executive Officer (CEO), or a person appointed by the CEO, and has functional reporting relationships to the Secretary and Treasurer.

Subject to the Operation Manager's Contract of Employment and job description, the duties of the post are summarised as:

1. General Office: Manage all office functions and the staff who perform them.
2. Commercial: Manage Croquet England's shop and its website.
3. Financial: Supervise Croquet England's financial activities administered by the Office including collecting levies and subscriptions.
4. Executive and Committees: Report monthly to the Executive and maintain archives of committee minutes and reports.
5. Individual subscribers, affiliated clubs and Federations: Maintain good relations and oversee all membership records and tournament entries. Assist administration and support of international teams, players and events.
6. Liaison and public relations: Assist with marketing and PR. First point of contact for enquiries.
7. Publications: Compile the Fixtures Calendar and Directory. Liaise with the Editor or Editorial Board regarding publication of the Gazette and electronic newsletter. Assist Committee Chairs with other publications e.g. Laws/ Rules
8. Archives, Trophies and Equipment: Administer all matters relating to Croquet England's trophies and playing equipment.
9. Administering the Merit Award and Silver Medal schemes (criteria defined by Coaching and Tournament Committees respectively). Administration of the Croquet England awards in consultation with the Awards Panel.
10. IT, Website and Database: Maintenance of Croquet England's systems, liaison with the database manager, posting news items.

4. Temporary Employees and Temporary Volunteer Roles

Temporary Employees' and temporary Volunteers' Role reporting arrangements, responsibilities and duties are described in their Contract of Employment, job description or role remit and are outside the concern of this document.

5. The Chief Executive Officer

The Chief Executive Officer (CEO) is appointed annually by the Board of Trustees and becomes an ex-officio non-voting member of the Board of Trustees.

The responsibilities of the CEO include:

1. Leading the Executive.
2. Chairing meetings of the Executive, assisting the Secretary to prepare the agenda and minutes.
3. Chairing meetings of the Administration Committee.
4. Attending meetings of the Board of Trustees to advise it on the formulation of policy and report on the Executive's implementation of it.
5. Ensuing that arrangements made by the Executive to co-ordinate the work of its committees are working adequately.
6. Ensuring that the actions of the Executive are communicated to the subscribers and affiliates of Croquet England.
7. Ensure that matters raised by members are dealt with; normally by referring them to the Chair of the relevant committee(s).
8. Exceptionally, take such other action within the scope of the Executive as the CEO considers necessary in the interests of Croquet England. Such action should be reported to the Executive as soon as practicable, and certainly within seven days.

The Executive may appoint a Vice-Chair to act on behalf of the CEO and at the CEO's request.

6. The Executive

The Executive is responsible to the Board of Trustees for the day-to-day operation of Croquet England, including authority to execute financial transactions, and the implementation of policies. It can delegate specific responsibilities to its committees. (Clause 18 of the Constitution).

The Executive shall consist of the following voting members; the Chief Executive Officer (CEO), the Chair of the Board of Trustees, the Secretary (or nominated member of the Secretariat team), the Treasurer, and up to 6 other members appointed by the Board of Trustees. The members of the Executive are appointed annually by the Board of Trustees. The Secretary and the Treasurer are ex-officio members of the Executive.

The President, Operations Manager and any guests invited by the CEO may attend meetings and speak but not vote.

Members of the Executive may be allocated specific responsibilities and be called “Director”, e.g. “Director of Standards”.

The Executive has an obligation to ensure that Croquet England’s commitment to equality, diversity and inclusion and safeguarding is translated into all its strategies and everyday actions.

The duties of the Executive include:

1. Matters relating to the general finances of Croquet England.
2. Recommending to the Board of Trustees the overall long-term financial and budgetary policy for Croquet England.
3. Preparation of three-year financial forecasts and an annual budget for Croquet England.
4. Preparation of the annual budget of the Executive.
5. Guidance to Standing Committees to enable them to set their budgets.
6. Preliminary approval and recommendation to the Board of Trustees of the Annual Accounts of Croquet England.
7. General monitoring of financial performance of all activities against the budget and instigating any corrective actions should such monitoring identify significant divergence from expectation.
8. Matters relating to the implementation of membership rules of Croquet England, including entitlements of, and subscriptions from, different classes of subscribers and affiliates.
9. Recommending to the Board of Trustees any changes to policies or the function of Croquet England.
10. Preparation of draft policy and planning papers for the Board of Trustees.
11. Preparation and promulgation of the procedures, guidance and forms required to achieve the policies of the Board of Trustees.
12. Ensuring the policies and plans of Croquet England are carried out efficiently and to the satisfaction of the Board of Trustees. Communicating with, and coordinating the work of, other committees; in so doing Executive members should not become involved in the routine work of any committee other than one they may chair or to which they have been elected or appointed.
13. Receiving reports from the Secretary, Treasurer and Operations Manager.

14. The annual appointment of Chairs of Standing Committees
15. Receiving and considering the reports and minutes of all meetings held by Standing Committees and Advisory Groups via the relevant Director. Deciding which matters concern strategy and need to be referred to the Board of Trustees.
16. Considering draft or proposed amendments to the Tournament Regulations put forward by the AC Tournaments Committee in conjunction with the AC Laws, GC Rules, GC Tournament, International and Handicap committees.
17. Managing matters not covered by the terms of reference of other committees.
18. All papers required by the Board of Trustees from the Executive must be available for circulation with the notice of the next meeting of the Board of Trustees. The Board will expect written reports from the Executive in line with Standing Orders SO 4.3 and 4.4.

Meetings of the Executive shall be recorded as follows:

1. Minutes of Executive meetings shall be made available to all Executive members as soon as reasonably practicable after each meeting. Proposed corrections should be emailed to all those notified of publication. Further drafts shall include corrections approved by the CEO or, if not so approved, by a simple majority of those present at the meeting. A draft is approved for publication if no requests for corrections to it are received by the Secretary within a week of it being circulated.
2. The minutes of Executive meetings should contain a list of those present, apologies for absence, any declarations of conflict of interest, decisions made at the meeting and any decisions made outside the meeting.
3. Executive meeting minutes are not normally confidential but in exceptional circumstances it may, if it so wishes, decide that the whole or part of any accompanying papers, including committee minutes, is confidential. If this is the case, then the published minutes will indicate a redacted comment. A copy of the original minute must be archived.

The Executive may use procedures for topic-based and electronic decision-making analogous to those specified for The Board of Trustees in Standing Orders SO 7 and 9. It may also meet, as decided by the CEO, using any agreed remote-working conferencing platform with all rules relating to physical meetings applying.

The quorum for the Executive is five voting members.

Should a matter be decided by a vote and that vote is indecisive, the CEO will have a casting vote. If the CEO has been able to receive information regarding the subject under discussion from absent voting members, then that should be a guide as to how the CEO may use this casting vote.

7. Executive Committees, Advisory Panels and Individual Specialists

1. The Standing Committees are Administration, Sport Development, Funding, Information Technology (IT), Marketing and Communications, Coaching, International, AC Tournaments, GC Tournaments, Handicap, AC Laws, GC Rules, AC Selection and GC Selection.
2. Each Committee is assigned to and will liaise with a responsible Director.
3. The Advisory Panels are specialist advisory groups to assist the management and organisation of Croquet England. They can be created and disbanded by the Executive as required. These panels include Membership Secretariat, Investment, Equipment, Lawns Management etc.
4. Except as stated below, the chairs and members of the Standing Committees shall be appointed by the Executive as soon as possible after the AGM, on the proposal of the responsible Director.
5. The composition of any Standing Committee shall be as the Executive determines.
6. Each Standing Committees shall consist of a Chair, and others nominated by the Chair, approved by the responsible Director of the Executive and appointed by the Executive.
7. The normal term of office for a Chair of a Standing Committee is no more than four years in succession. In exceptional circumstances, e.g. specialist knowledge, the Executive may approve an extension for an additional term.
8. Candidates for appointment to serve as Chairs of Standing Committees from the date of the AGM should normally be designated by the responsible Director of the Executive no later than 3 months before the AGM.
9. Members of its Standing Committees should usually be designated by the responsible Director of the Executive no later than one month before the AGM, having taken advice from the Chair Designate of that committee.
10. No committee or working group, with the specific exception of the Coaching Committee, may consist of more than 12 individuals.
11. The Administration Committee shall consist of the CEO, the Secretary, the Treasurer and one other member appointed by the Executive.
12. The Funding Committee shall consist of its Chair, the Treasurer, the Chair of the Sport Development Committee, and up to three others, nominated by the Chair, approved by the responsible Director of the Executive and appointed by the Executive. Its Chair may seek expert opinion e.g. on lawn construction and maintenance or from the Equipment Advisory Group, when technical items are to be considered.
13. The Coaching Committee may include the Coaching Officers appointed by each affiliated Federation, and a representative of each Coaching Academy recognised by the Coaching Committee, in addition to others nominated by the Chair, approved by the responsible Executive Director, and appointed by the Executive.
14. The Sport Development Committee may include the Development Officers appointed by each affiliated Federation, in addition to others nominated by the Chair, approved by the responsible Executive Director, and appointed by the Executive.
15. The Counties Sub-Committee shall consist of the Chairs of the AC and GC Tournaments Committees and the directors and managers of the AC and GC Inter-Counties Championships.
16. There should be consistency of decisions and approach, together with good communication between the GC and AC Tournament Committee. The same shall apply to the Laws/Rules and

Selection Committees. To enable this the Chair of each of the AC and the GC committees, or their respective nominated deputy, shall be a member of the other committee.

17. If matters concerning the Croquet Gazette or the website are on the agenda of any meeting of a Standing Committee, the Chair should consider inviting the Editor (or a representative of the Editorial Board) or communications support officer, or webmaster) to attend and they shall be entitled to speak, but not to vote or be counted in the quorum for the meeting unless they are also a member of that Committee.
18. Subject to the maximum numbers set out above, a Standing Committee may, with the approval of the responsible Executive Director, co-opt individuals of appropriate experience to serve on the respective committee until the following AGM provided that such individuals are subscribers of Croquet England.
19. For a meeting of a Standing Committee or a sub-committee to be quorate the number of persons present shall be at least half the number of members currently appointed or co-opted to serve on it.
20. Standing Committees may use procedures for topic-based and electronic decision-making analogous to those specified for the Board of Trustees in Standing Orders SO 7 & 9. Such decisions should be reported and recorded at the next meeting of the committee. Committees may also meet, as decided by their Chair, using any agreed remote-working conferencing platform with all rules relating to physical meetings applying.
21. The Trustees, the CEO, Executive Directors, the Secretary and the Treasurer have the right to attend any meetings of the Standing Committees as observers and to speak if invited to do so by the Chair. They shall not be included in any count of members present, or calculation for determining whether there is a quorum.
22. The Executive and any of its Standing Committees may establish ad hoc committees, including sub-committees and working parties. The body setting up an ad hoc committee shall:
 - a. Appoint its Chair and its members, at least one of whom shall be a member of the appointing body.
 - b. Decide its terms of reference including a procedure for reporting its conclusions and the conditions for the termination of its work.
 - c. Ensure all such details are recorded in the minutes of the appointing body.
23. The Chair of any Standing Committee may allow other guests to attend that committee on the same conditions as apply to guests at the meetings of the Board of Trustees under Standing Order SO 12.1.
24. Standing Committees are encouraged to elect a Vice-Chair from among their members, to deputise for and assist their Chair as necessary.
25. Exceptionally, the Chair of a Standing Committee may take such other action within the scope of the committee as the Chair considers necessary in the interests of Croquet England. Such action should be reported to committee members and the relevant Director as soon as practicable, and certainly within seven days.

8. Committee Procedures and Common Responsibilities

1. Each Committee has an obligation to ensure that Croquet England's policies on equality, diversity and inclusion and safeguarding are applied to all its strategies and everyday actions.
2. Committees are encouraged to meet as frequently as necessary to conduct their business in a timely and efficient manner. They are however required to meet formally at least once a year. More frequent but shorter meetings are generally more productive than infrequent long meetings.
3. Procedures shall, as far as practicable, follow the Standing Orders of The Board of Trustees.
4. Committee meetings can be by video conference or face to face, as determined by its Chair.
5. Decisions, whether at physical meetings or those held by video conference or using procedures for topic-based and electronic decision-making analogous to those specified for The Board of Trustees in Standing Orders SO 7 & 9, shall be recorded. Committees are responsible for appointing their own minute secretaries.
6. Meetings are summoned by the Chair of the Committee. The Chair is responsible for ensuring that an agenda is circulated to all committee members and to the responsible Executive Director at least 3 days before the meeting and that it is published on Croquet England's website at least 24 hours before the meeting commences.
7. Agendas for committee meetings should include the following standard items: Apologies for absence; Declarations of conflict of interest or loyalty; Matters arising from the minutes of the last meeting; and Decisions taken since the last meeting. The minutes of committee meetings should include all items on the agenda plus a list of those present and any decisions taken at the meeting.
8. Minutes of Committee meetings shall be made available to all Committee members as soon as reasonably practicable after each meeting. Proposed corrections should be emailed to all those notified of publication. Further drafts shall include corrections approved by the Chair or, if not so approved, by a simple majority of those present at the meeting. A draft is approved for publication if no requests for corrections to it are received by the Chair within a week of it being circulated. The final minutes should be sent to the responsible Executive Director.
9. If informal meetings of committees or sub-groups of committees are held, whether by telephone, email, Zoom/Teams or in person, then any decisions taken must be confirmed by the full committee and recorded in the minutes of the next formal meeting of the committee.
10. Committee minutes, new or changed procedures, guidance or forms together with any reports and papers referred to therein, shall be published to subscribers and affiliates on the Croquet England website within 4 weeks of the meeting. Any material for publication which may be regarded as sensitive or contentious should first be discussed with the responsible Director of the Executive.
11. A list of those significant decisions taken by the committee during the preceding 12 months should be sent to the Secretary and the responsible Executive Director by 1 August each year. The date the decision was taken and reference to the relevant minute should be stated.
12. Each Committee shall deal with its own appropriate business as set out in Section 9, and such other business as may be referred to it by the Executive.

13. Reports shall be made to the responsible Executive Director. After an Executive meeting, these reports will be updated to reflect its decisions and to remove any material deemed confidential, then published on the Croquet England website.
14. If any Committee has met or taken some action of which the Executive should be aware since the last Executive meeting, the Committee Chair must ensure that the responsible Director of the Executive is informed in a timely manner.
15. The Executive, or the responsible Director of the Executive, may at any time require the Chair of a Standing Committee to prepare and submit a written report.
16. Preparation of lists of objectives and plans. Preparation of contributions to the annual income and expenditure budget and longer-term forecasts, following guidelines given by the Executive.
17. Communicating committee decisions and other relevant information expeditiously to all interested parties is important.
18. Appointing a member of the committee to ensure that its section of the website is kept up-to-date and maintained and to communicate with affiliated clubs and Federations and individual subscribers through the website and through the Gazette and the electronic newsletter, eNews.
19. Committees should work closely with their responsible Executive Director. They have a degree of autonomy and are empowered to act without reference back unless decisions they intend to take contradict established policy or procedures or involve projected expenditure exceeding agreed budgets or may have an impact on the work or responsibilities of other committees.
20. Committees and their members are expected to make use of Croquet England's Microsoft Office 365 office communication tools to aid efficient communications between members of that committee and with other parts of the organisation.
21. Committee chairs are responsible for the performance of their committee and for maintaining a dialogue with, and reporting to, the responsible Executive Director.

9. Committee Responsibilities

All Committees have an obligation to ensure that Croquet England's commitment to equality, diversity and inclusion and safeguarding is translated into all its strategies and everyday actions.

Administration Committee

The purpose of this committee is to deal confidentially with matters, including remuneration, relating to the employment of Croquet England's staff, and matters of an urgent nature concerning the health and welfare of the organisation and its members,

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Appointment of and matters relating to employees of Croquet England, including remuneration.
2. Matters of a sensitive nature which require executive action before a meeting of the Executive can be held.
3. Preparation of minutes of its meetings, which shall remain confidential to it.
4. Preparation of a report of its activities and decisions taken at its meetings, excluding details it decides should remain confidential, for submission to the Executive.

Information Technology (IT) Committee

The purpose of this committee is to monitor the effectiveness of the IT used within Croquet England and to provide strategic planning for IT infrastructure to support future operations.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Developing and maintaining an IT strategy including business continuity and disaster recovery planning.
2. Act as a design authority for any proposals for new IT use (including but not limited to; computer hardware, software, communications equipment and externally sourced IT related services).
3. Technical arrangements for the processing, storage and publication of Croquet England's data in support of its objectives, with particular reference for conformance with data protection and other relevant legislation.
4. Monitoring the effectiveness of the operation of Croquet England's existing IT and identifying opportunities for Croquet England to adopt new IT to improve operations.
5. Support to the Infrastructure Director in the establishment and monitoring of Project Teams to implement agreed IT related projects.
6. Sourcing of IT services. Establishing Service Level Agreements.

7. Arrangements for support and training.
8. Matters relating to the software technology of the Croquet England website.

Marketing and Communication Committee

The purpose of this committee is to promote our sport and Croquet England to those who play, to those who might play and to those who could provide support. Its name is abbreviated to Marketing Committee below.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Matters relating to the marketing, merchandising, commercial and sales targets of Croquet England.
2. Generating ideas for increasing income from a variety of sources, ensuring they are considered by other relevant committees and, when agreed, are implemented. Generating advertisement revenue from Croquet England publications (which may be outsourced to the Gazette publisher) and sponsorship revenue.
3. In consultation with the Gazette Editor and the Editorial Board, agreement of budget proposals for submission to the Treasurer and Executive.
4. Providing marketing and publicity support and practical assistance to the Sport Development Committee with recruitment of individuals and clubs.
5. Publicising Croquet England and its activities, both internally and externally, in all relevant media and monitoring the response to such publicity.
6. Maintenance of good public relations.
7. In conjunction with the Operations Manager, responsibility for Croquet England's commercial events including appointment of Corporate Events Managers and their contracts.
8. Matters relating to image and publications:
 - a. The preparation and maintenance of Croquet England's branding and public image.
 - b. Liaison with any other Committee when the image of Croquet England may be impacted by that committee's activities.
 - c. All legal matters relating to publishing media, including copyright, libel, defamation and data protection.
9. Terms of reference for, and appointment of, the volunteers who help the Gazette Editor and who provide assistance with the newsletter, website and social media. Where articles are commissioned, the authors may claim assistance towards appropriate travel expenses, up to a level authorised by the Marketing and Communications Director.
10. Editorial Accountability:
 - a. The overall objective and editorial policy of all publishing media, including the Gazette, an electronic newsletter, Croquet England's website and social media channels is managed by an Editorial Board consisting of the Gazette Editor, Director of Marketing and Communications and the CEO.

- b. The Editor is responsible for magazine content, but the Marketing Committee, Communications Support Officer (if appointed) and the Director of Marketing and Communications are expected to advise and assist whenever asked and ensure a proper balance is maintained. Their role is:
 - Work with the editor and publisher to provide ideas and shape the forward plan.
 - Assist the editor in sourcing articles.
 - Provide a sounding board for appropriateness of articles.
 - Provide links with other committees where needed.
 - Create an annual forward plan with the editor.
- c. The Director of Marketing and Communication will be consulted by the Editor if any issue appears to be short of sufficient material for the normal number of pages (or indeed the opposite situation, in which more pages might be appropriate).
- d. Final sign-off of the entire Gazette, including advertising, before going to print is the responsibility of the Director of Marketing and Communications. Similarly final sign-off of the electronic newsletter is the Director's responsibility before being sent.

11. Website and social media

- a. Provide the technical framework for Croquet England's website and social media, maintaining Croquet England branding throughout. Provide support to the various committees responsible for maintaining their website pages.
- b. Maintaining and promoting 'outward facing' website content as well as regular and interesting social media content.
- c. Liaison with the IT Committee on any suggested changes regarding the design, branding and promotion of the website or social media.
- d. Discussion of the contents and design with subscribers and affiliates and the provision of feed-back to those responsible.

12. Other Publications:

- a. Design and regularly update publications, leaflets and posters aimed at increasing participation in croquet such as those promoting National Croquet Day, garden and corporate membership and how to play.
- b. Work with the Sport Development Committee to give advice and guidance to affiliated clubs and Federations on their publicity and marketing material.
- c. Advise other committees and working parties about the function and purpose of publications and ensuring they are effective in meeting the requirements of individual subscribers and others.

Some of the above may be delegated to a Communications Support Officer (if appointed) but only in accordance with their job description. Responsibility remains with the Marketing Committee.

Coaching Committee

The purpose of this committee is the strategic planning and implementation of national and regional coaching for GC, AC and short croquet.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Working with the International Performance Directors and Mentoring Officer to identify talent and potential for further development. The International Performance Directors are responsible for ensuring suitable squad and individual coaching is available at elite level.
2. Publishing Croquet England standard coaching material from grass roots to elite level.
3. Matters relating to coaching standards, maintaining the official list of coaches and the appointment of coaches. Training and examining official AC and GC coaches at all levels.
4. Communicating good coaching practice to coaches.
5. Submitting, or commissioning, coaching articles for publication in the Gazette.
6. Publicising the criteria for the Croquet England Merit Award Schemes for AC and GC.
7. Publicising the criteria for nominations for, and the selection of, the Coach of the Year and the Lifetime Coaching Award.
8. In liaison with the AC Laws and GC Rules committees, co-ordinating the training and examination of official Referees organised by the Academies.

Sport Development Committee

The purpose of this committee is the development of croquet in all its forms, expanding the number of people playing in improved facilities at more locations, whilst encouraging a more diverse and inclusive membership.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Support of Federation Development Officers (FDOs) in their activities, including their support to Clubs in applications to the Funding Committee.
2. Matters relating to the development of playing facilities including relations with groups involved with regional development, schools, universities, colleges, and local authorities. Making proposals to the Executive to obtain development funds from government and non-governmental sources.
3. Initiatives to encourage different demographics to play, including looking into new forms of croquet that may appeal to specific groups or the wider playing membership.
4. Administration of expenses of the Federation Development Officers within an annual budget approved by the Executive.
5. Supervision and administration of expenses of the Next Generation Development Officer (if one is appointed) within an annual budget approved by the Executive.
6. The organisation of Federation and Clubs webinars from time to time.

7. Publicising the criteria for and the selection of the winners of awards to Member Clubs.
8. Liaison with the Funding Committee, Marketing Committee and the Equipment Advisory Group.
9. Liaison with external organisations regarding Lawn management best practice.

Funding Committee

The purpose of this committee is to administer grants, loans, bursaries and other disbursements.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Proposing to the Executive annually, for its approval, a budget for the funds under its control, accompanied by a strategy for the disbursement of such funds.
2. Control and administration of Grants, Loans and other disbursements as approved by the Executive, within the approved annual budget for each and in accordance with the approved strategy.
3. Determine the General Terms & Conditions associated with Grants or Loans.
4. Publicising the criteria by which applications for Grants & Loans will be adjudicated.
5. Receive, review and approve applications from member clubs for Grants & Loans in accordance with the budget and approval procedure.

Handicap Committee

The purpose of this committee is to address questions and issues arising relating to the croquet handicapping system and the training of candidates to be official handicappers so that uniform standards are maintained throughout the domain.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. Matters relating to handicap procedure and the recording of up-to-date handicaps on the Croquet England database.
2. Training and appointment of club, Federation and Croquet England handicappers.
3. Maintaining, and keeping up to date, the official list of handicappers. Monitoring of their activity particularly in relation to the proportion of players assigned handicaps at each club.
4. Where necessary, the approval of handicaps and changes in handicaps for both codes and official variations.
5. Monitoring the relationship between handicaps and the Croquet Grading System.
6. Collaborating with the AC and GC Tournaments, AC Laws, GC Rules and International Committees over questions of interpretation of, or proposed amendments to, or additions to, the non-refereeing Regulations for Tournaments.
7. Publicising the criteria for and the selection of the winners of the trophies for Most Improved Players in AC and GC.

International Committee

The purpose of this committee is to deal with all international matters, including collaborating with world, regional and other national governing bodies, and all aspects of international team performance.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. International matters (other than team selection) including arrangements for international championships organised by Croquet England, and Croquet England representation in international events held outside the geographical jurisdiction of Croquet England (the Domain).
2. Representing Croquet England and exercising its votes in the World Croquet Federation (WCF) Council. The Chair of the International Committee is Croquet England's point of contact for the WCF Management Committee.
3. Proposing to the Executive the appointment and nomination of Croquet England representatives to serve as officials and on committees of the WCF and other croquet associations.
4. Communication with other croquet governing bodies, in liaison with other committees.
5. Making proposals to the Executive regarding obtaining funds for international events from third parties including Government departments and Sport England.
6. Liaising with the Tournaments Committees over venues and dates for international events.
7. Liaising with the International Performance Directors, who will work with the Coaching Committee, to ensure that a flow of talented players is achieved every year and that the best are identified to be mentored as potential international representatives.
8. Collaborating with the AC and GC Tournaments, AC Laws, GC Rules and Handicap Committees over questions of interpretation of, or proposed amendments of, or additions to, the non-refereeing regulations for tournaments.
9. Custody and maintenance of international trophies when England or Great Britain is the holder.

Association Croquet Laws Committee

The purpose of this committee is to address questions and issues arising relating to the AC Laws and the training and examination of candidates to be Referees.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. In collaboration with the WCF Croquet Laws Committee, addressing questions of interpretation of, or proposed amendments of, or additions to, the laws, and the regulations for refereeing, of AC. Approved interpretations of the Laws are published in the Official Rulings of the Laws of Association Croquet (ORLAC).
2. Matters relating to the official list of referees including the training and examination of candidates for referees, the removal/suspension/reinstatement of referees and appointment of Examining referees for AC. Training in the Laws for players may be organised by the Coaching Committee or Academies using material and instructors provided by this committee.

3. Collaborating with the AC and GC Tournaments, GC Rules, International and Handicap Committees over questions of interpretation of, or proposed amendments of, or additions to, the non-refereeing regulations for Tournaments.

Golf Croquet Rules Committee

The purpose of this committee is to address questions and issues arising relating to the GC Rules and the training and examination of candidates to be Referees.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. In collaboration with the WCF Golf Croquet Rules Committee, addressing questions of interpretation of, or proposed amendments of, or additions to, the rules and the regulations for refereeing, of GC.
2. Matters relating to the official list of referees including the training and examination of candidates for referees, the removal/suspension/reinstatement of referees and appointment of examining referees for GC. Training in the Rules for players may be organised by the Coaching Committee or Academies, using material and instructors provided by this Committee.
3. Collaborating with the AC and GC Tournaments, AC Laws, International and Handicap Committees over questions of interpretation of, or proposed amendments of, or additions to, the non-refereeing regulations for tournaments.

Association Croquet Tournaments Committee

The purpose of this committee is the organisation of, and other matters relating to, Croquet England and international AC competitions, and any questions relating to other AC tournaments held under the AC Laws and Regulations.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. All matters relating to Croquet England's AC tournaments and competitions and any questions relating to other AC tournaments held under the AC Laws and Regulations. (Questions involving amendments or interpretations of the Laws and Refereeing regulations are the responsibility of the AC Laws Committee).
2. Liaison with clubs hosting championships and national events.
3. Rates paid for Court and Equipment hire, specifying the terms required for each level and approving payment.
4. Setting entry charges for Croquet England's AC tournaments and competitions.
5. Liaison with Croquet England's Operations Manager regarding the annual Fixtures Calendar.
6. Dealing with matters relating to the appointment of managers and tournament directors for Croquet England's tournaments
7. Providing opportunities for the training of Tournament managers for AC events, through written material (in consultation with the GC Tournaments Committee) and shadowing of experienced Tournament managers.

8. Collaborating with the AC Laws, GC Rules, GC Tournament, International and Handicap committees, to draft or propose amendments to the Tournament Regulations for consideration for approval by the Executive.
9. Liaison with Croquet England's Operations Manager regarding engraving trophies and maintenance of records for AC tournaments, and allocation of trophies to specific tournament events.
10. Publicising the criteria for the award of Silver Medals for AC (the Croquet England Office administers the Silver Medal schemes).
11. Advising the Marketing Committee regarding sponsorship opportunities and obtaining funds from third parties for AC events.
12. Reviewing at least annually the register of AC tournament incidents and considering whether to recommend to the Executive that it should bring a misconduct complaint following any reported tournament incident, taking into account any alleged offences within the last five years.
13. Following guidelines from the Executive, the preparation of the income and expenditure budget for AC tournament activities.
14. Appointment of members to the inter-counties sub-committee.

Golf Croquet Tournaments Committee

The purpose of this committee is the organisation of, and other matters relating to, Croquet England and international GC competitions, and any questions relating to other GC tournaments held under the GC Rules and Regulations.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. All matters relating to Croquet England's GC tournaments and competitions and any questions relating to other GC tournaments held under the GC Rules and Regulations. (Questions involving amendments or interpretations of the Rules and Refereeing Regulations are the responsibility of the GC Rules Committee).
2. Liaison with clubs hosting championships and national events.
3. Setting entry charges for Croquet England GC tournaments and competitions.
4. Liaison with the Operations Manager regarding the annual Fixtures Calendar.
5. Dealing with matters relating to the appointment of managers and tournament directors for Croquet England tournaments
6. Providing opportunities for the training of Tournament managers for GC events, through written material (in consultation with the AC Tournaments Committee) and shadowing of experienced Tournament managers.
7. Collaborating with the AC Laws, GC Rules, AC Tournament, International and Handicap committees regarding amendments to the Tournament Regulations
8. Liaison with the Operations Manager regarding engraving trophies and maintenance of records for GC tournaments, and allocation of trophies to specific tournament events.
9. Publicising the criteria for the award of Silver Medals for GC (the Croquet England Office administers the Silver Medal schemes)

10. Advising the Marketing Committee regarding sponsorship opportunities and obtaining funds from third parties for GC events.
11. Reviewing at least annually the register of GC tournament incidents and considering whether to recommend to the Executive that it should bring a misconduct complaint following any reported tournament incident, taking into account any other alleged offences within the last five years.
12. Following guidelines from the Executive, the preparation of the income and expenditure budget for GC tournament activities.
13. Appointment of members to the inter-counties sub-committee.

Association Croquet Selection Committee

The purpose of this committee is the selection of players for AC invitation and representative events.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. The selection of players for AC invitation and representative events, other than the MacRobertson Shield.
2. To recommend to the Executive the appointment, and proposed composition, of an ad hoc Selection Panel to select players for a specific MacRobertson Shield competition.
3. The selection of players for invitation to elite and international development AC coaching programmes.
4. The selection of players for any AC squad from which representative teams for England or GB may be drawn.
5. The selection of players for any Croquet England AC development squad.
6. Liaising with the relevant International Performance Director who will work with the Coaching Committee to ensure that a flow of talented players is achieved every year and that the best are identified to be mentored as potential international representatives.
7. The periodic review of Croquet England's Selection Policy and, in consultation with the GC Selection Committee, recommending any changes to the Executive.

Golf Croquet Selection Committee

The purpose of this committee is the selection of players for GC invitation and representative events.

In addition to general committee responsibilities, this committee has the following specific responsibilities:

1. The selection of players for GC invitation and representative events other than the Openshaw Shield.
2. To recommend to the Executive the appointment, and proposed composition, of an ad hoc Selection Panel to select players for a specific Openshaw Shield competition.
3. The selection of players for invitation to elite and international development level GC coaching programmes.

4. The selection of players for any GC squad from which representative teams for England or GB may be drawn.
5. The selection of players for any Croquet England GC development squad.
6. Liaising with the relevant International Performance Director who will work with the Coaching Committee to ensure that a flow of talented players is achieved every year and that the best are identified to be mentored as potential international representatives.
8. The periodic review of Croquet England's Selection Policy and, in consultation with the AC Selection Committee, recommending any changes to the Executive.

Counties Sub-Committee

In addition to general committee responsibilities, this sub-committee is responsible for the organisation of the AC and GC Inter-Counties Championships and for determining eligibility of teams and players.

The Inter-Counties Sub-Committee shall consist of the Chairs of the AC and GC Tournaments Committees and the directors and managers of the AC and GC Inter-Counties Championships.

10. Advisory Panels and Individual Roles

The Executive or Board of Trustees may appoint individual specialists or establish Advisory Panels that report to a nominated Member of the Executive or Trustee who is responsible for liaising with them to ensure policies are followed and projects are completed.

Membership Secretariat

This advisory panel reports to the Executive through the Treasurer and supports the Office in handling issues related to the membership of Croquet England. Its Terms of Reference are:

1. Communicate, apply, enforce and adjudicate upon the membership rules of Croquet England.
2. Annually recommend subscription rates for each category of membership.
3. Propose amendments to the membership rules of Croquet England.
4. Report upon the membership numbers of Croquet England.
5. Advise upon any observed trends within the membership.

Investment Consultative Group

This panel, comprising suitably experienced individuals including the Treasurer, reports to the Executive and has the following responsibilities:

1. To make individual investment decisions in line with the policies of the Executive. An investment decision can be implemented if it is agreed by a majority of the Group that includes the Treasurer and is approved by one Trustee, who is not a member of the Group.
2. As and when required by the Executive or Board of Trustees, report upon, review existing or recommend new investment decisions in line with current policy.

Equipment Advisory Group

This group, comprising suitably experienced individuals, reports to the Standards Director and has the following responsibilities:

1. Setting the standards necessary for the approval of items of playing equipment, including mallets, balls, hoops and other court equipment.
2. Development of testing methods for such approvals, including ball and hoop gauges, and other ball-testing methods and testing equipment.
3. Development of testing methods for speed of grass courts, and speed and other criteria for approving courts made from artificial surfaces.
4. Research and development of playing equipment, including mallets, balls, hoops, and court surfaces.

Awards Panel

The Awards Panel will assess nominations for Croquet England's awards. It will be appointed by the Board of Trustees, in consultation with the President of Croquet England. It should be comprised of the President, who will chair it, and two other recipients of the Council Medal (or its successor).

Its duties are:

1. Liaise with the Croquet England Office to seek nominations for awards.
2. Meet as often as required to consider nominations for the Council Medal (or its successor), the Bernard Neal Award, and the Croquet England diplomas.
3. Advise the Board of Trustees on decisions regarding the Council Medal (or its successor) and the Bernard Neal Award.
4. Advise the Executive on decisions regarding the Croquet England diplomas.

Any recommendations for the Council Medal (or its successor) and the Bernard Neal medal should be sent to The Secretary for consideration by the Board of Trustees at least two months before the AGM.

Complaints Administrator

The Board of Trustees may appoint a Complaints Administrator to manage Croquet England's Complaints Procedure. The Complaints Administrator may be invited to meetings of the Executive if there are significant issues relating to a complaint to be discussed.

The Complaints Administrator has the following responsibilities:

1. Administer Croquet England's Complaints and Volunteer Grievance Procedures.
2. Ensure the Secretary is given the information to maintain a register of reports and statements.
3. Provide an annual report to the Board of Trustees.

National Safeguarding Officer

The Executive shall appoint a National Safeguarding Officer to ensure implementation of Croquet England's Safeguarding Policies and Procedures for children and adults.

The National Safeguarding Officer will be appointed annually and will report to the CEO and to the Trustee responsible for safeguarding and may be invited to meetings of the Board of Trustees or the Executive if there are significant issues relating to Safeguarding to be discussed.

The National Safeguarding Officer has the following responsibilities:

1. Lead on the effective implementation of Croquet England's Safeguarding Policies and their procedures.
2. Monitor safeguarding activities to ensure the policies and procedures remain fit for purpose and where appropriate recommend changes.
3. Raise awareness of these policies and procedures with clubs, Federations, Academies, parents, carers, children and other members and associates
4. Challenge behaviour which breaches these policies or procedures.

5. Liaise closely with Clubs, Federations and Academies and their safeguarding officers to encourage good practice.
6. Advise on issues of Regulated Activity and associated DBS checks.
7. Oversee the processes required for DBS checks, which will be conducted by the Croquet England office.
8. Oversee the maintenance of a register of all members holding DBS Enhanced Certificates registered with the DBS Update Service, which will be kept by the Croquet England office.
9. Respond appropriately to incidents or concerns which relate to the safeguarding of a child or adult.
10. Maintain confidential records of reported cases and action taken.
11. Where required, liaise with statutory agencies and ensure they have access to all necessary information.
12. Report to the designated member of the Board of Trustees on any safeguarding issues, whilst ensuring confidentiality is maintained for specific cases.
13. Ensure the Executive is regularly informed of any safeguarding issues and concerns, whilst ensuring confidentiality is maintained for specific cases.
14. Keep abreast of developments in the field of child and adult safeguarding.
15. Advise on training opportunities for volunteers and coaches and ensure relevant personnel are adequately trained.
16. Act as Croquet England's contact person on matters relating to child and adult safeguarding.

Mentoring Officer

The Executive may appoint a Mentoring Officer to manage Croquet England's Mentoring Scheme. The Mentoring Officer will be appointed annually and will report to the Executive through its Director of Coaching. The Mentoring Officer may be invited to its meetings if there are significant issues relating to the Mentoring Scheme to be decided.

The Mentoring Officer has the following responsibilities:

1. Maintain a register of leading croquet players (mentors) who are willing to act as advisers and sources of information for young croquet players who show good potential for improvement and are keen to make progress in the tournament croquet arena. No distinction is drawn between AC and GC for this purpose, although some mentors may feel more comfortable in advising on only one croquet code.
2. Ensure that the Mentoring Officer and a list of mentors are published in the Croquet England web-site Directory. Where required, mentors are subjected to all relevant checks for the protection of children and other vulnerable persons. Mentors appointed by the Mentoring Officer are subject to ratification by the Director of Coaching.
3. In liaison with the International Performance Directors, the Coaching Committee and others, actively seek out and make contact with promising or rapidly improving young players so that the best are identified as potential international representatives and offered an appropriate mentor.
4. Maintain a list of students who are being mentored and monitor their progress.
5. Ensure the mentor and the student maintain a productive relationship. If necessary, be prepared to find an alternative student/mentor.

6. Provide an annual report to the Executive via the Director of Coaching on the operation of the scheme including details, and where possible statistics, on the improvement in performance of the mentored students.

International Performance Directors

The Executive shall appoint International Performance Directors for each code to manage the performance of Croquet England's representative individuals and teams in international competitions. The International Performance Directors are appointed annually and report to the Executive through its Director for Competitive Play and Performance.

The International Performance Directors have the following responsibilities:

1. Responsibility for England's performance at international events, whether singles or team.
2. To formulate and implement a strategy to improve international performance in the short/medium term and medium/ long-term including resourcing with volunteers as appropriate.
3. Creating and managing a sustainable international pathway to take talented players through to elite performers.
4. Liaison with all parts of Croquet England as necessary to ensure support of improved international performance, influencing recruitment strategies, the tournament programme, international matches, selection policy, bursary funding, etc.
5. On behalf of the International Committee and the Selection Committees, the International Performance Directors will work with the Coaching Committee and others to ensure that a flow of talented players is achieved every year and the best are identified for further development by the International Performance Directors.
6. The International Performance Directors will liaise with the Coaching Committee chair and the Mentoring Officer to ensure that there is a coherent pathway for grass roots players and to encourage talented individuals to become future international representatives.
7. Share relevant identified best practice with the International Performance Director of the other code.
8. Provide an annual report to the Executive on the operation of the scheme including statistics on the improvement in performance of the scheme participants.

Archivist

The Board of Trustees shall appoint one or more person(s) to manage the archives of The Croquet Association and Croquet England, both physical and electronic.

The Archivist(s) report to the Board of Trustees. The Executive may invite him/her to their meetings if there are significant issues relating to the archives to be decided.

The Archivist has the following responsibilities:

1. Advising on policy and procedure for managing the archives of The Croquet Association and Croquet England.
2. Maintaining an inventory of The Croquet Association and Croquet England archives stored in the Croquet England Office or elsewhere.

3. Maintaining a database of trophies. (The information to include, type of trophy, size, weight, material, photograph, provenance, past winners etc. The Office will continue to log the current whereabouts of trophies).
4. In conjunction with the Secretary ensuring minutes of all major committees are kept.
5. In conjunction with the Operations Manager ensuring that The Croquet Association/Croquet England's collection of Gazettes is complete.
6. Acting as a focal point for queries on the history and records of the Croquet Association and Croquet England.
7. Ensuring that the historical records are kept up to date.
8. Performing regular (annual) inventory checks.
9. Reporting annually to the Director for Standards of the Executive.
10. Advising on archival matters, particularly on issues relating to the acquisition, disposal, storage and exhibition of archival materials.

Gazette Editor

The Executive may appoint a Gazette Editor to produce the Croquet Gazette. The Gazette Editor reports to the Executive through its Director of Marketing. The Editor may be invited to its meetings if there are significant issues relating to the Gazette to be decided.

The Gazette Editor has the following responsibilities:

1. Provide copy to the publishers in the agreed timetable.
2. Deal with any "stop press" requests and keep the Director of Marketing informed.
3. Solicit and prepare material, using up-to-date desktop publishing software.

An Editorial Assistant(s) may on occasion help with some of these duties and might indeed prepare a complete issue if this is approved by the Director of Marketing.

Webmaster

The Executive, through its IT Committee, may appoint a Webmaster(s) to manage Croquet England's websites. The Webmaster reports to the Executive through its IT Committee, either of which may invite them to its meetings if there are significant issues relating to the website to be decided.

The Webmaster(s) has the following responsibilities:

1. Act as the main technical liaison point to Croquet England's web hosting supplier.
2. Maintains the list of ownership of the web pages.
3. Development and maintenance of pages owned by the Webmaster.
4. Investigating website issues including fixing bugs and broken page links.
5. Monitoring and Analysing Site performance.
6. Monitoring and Advising on Site Security.

Corporate Events Manager

The Executive, through its Marketing Committee, may appoint a Corporate Events Manager to manage events on behalf of Croquet England. The Corporate Events Manager will be a contractor of Croquet England and not an employee. The Corporate Events Manager will invoice Croquet England at a rate to be agreed and will receive commission as detailed in his/her contract.

The Corporate Events Manager has the following responsibilities:

1. Provide croquet instruction to corporate clients at times and dates agreed in advance between the host Club and Croquet England.
2. Organise extra instructors to assist at events with more than 50 guests.
3. Organise a suitably qualified substitute in the event of not being able to instruct personally.
4. Liaise with Clubs hosting such events.
5. Maintain and develop good relations with hosting clubs and their clients.
6. Organise invoicing via the Croquet England office.
7. Maintain the Corporate Event Manager's equipment.
8. Maintain confidentiality about information concerning Croquet England, its members, and corporate clients.
9. Provide an annual report to the Executive, through its Marketing Committee.

11. Delegation of Powers

The Delegations Policy sets out the delegated authorities and responsibilities for Croquet England, as permitted by Clause 18 of the Constitution.

The guiding principle is that all powers of the charity are directly and ultimately vested with the Board of Trustees. They choose to delegate those powers as they deem appropriate to Officers (Chief Executive Officer, Treasurer and Secretary), the Executive, Committees and other roles, but retain the right to remove that delegation at any time.

The powers delegated cannot be delegated further unless the Board of Trustees expressly permit it.

Croquet England's Delegation Policy was approved by the Board of Trustees on 9th Dec 2023.

Signatories, Contractual Authority and Banking Mandates are given in Section 3 of the Delegations Policy

Delegation of financial and non-financial authority is given in section 4 of the Delegations Policy

Below is further detail about process and practice within the parameters of the delegation policy. In the event of any discrepancy the policy takes precedence.

Approval of Expenditure

Expenditure can only be undertaken in accordance with the Delegations Policy and the limits stated therein. Notwithstanding this, any release of funds will require the authority of two individuals, unless a specific exception has been made in accordance with the Delegations Policy.

Budget Process

The Treasurer shall prepare a draft budget including individual committees' bids and otherwise giving estimates for other items based on recent experience. Any intended use of Special Funds should also be shown. This budget will be submitted to the Executive in November each year. This is timetabled so that The Board of Trustees can approve the budget for the following year in December.

The committees should be realistic when proposing their initial bid and should give notice of any significant changes they would like in future years, to enable the Treasurer to prepare a forecast.

The Executive will then review the draft budget and revise it if necessary. It should be active in revising the draft budget figures.

The impact of the budget on future subscription rates should be included within this review.

The Board of Trustees shall then review and approve the budget, if necessary, making further revisions or referring parts back to the Executive.

12. Annual Schedule of Meetings and key business to be conducted.

Now that committees have become used to attending meetings via electronic means such as Zoom or MS Teams, the previous requirement for committees to meet on a pre-arranged schedule has been removed. However, there are some items of business that have to be conducted at certain times of the year and these are given in the table below. **All standing committees must meet at least once a year.**

Committee Chairs are encouraged to move to more frequent but shorter meetings. It is recommended that such meetings should aim to last no more than 2 hours since it is shown that people’s attention, and therefore their decision making, deteriorates markedly after 2 hours.

A significant advantage of holding “virtual” meetings is that Croquet England members who live in far-flung corners of the domain will be able to participate in the workings of the CIO and its committees without having to endure significant travel times to meetings.

Chairs are reminded that ALL meetings should be minuted and the minutes posted on Croquet England’s website. The Selection committees should publish a summary, but not the details, of their deliberations on the website. Discussions and decisions made by email, telephone or other means between meetings should be recorded in the minutes of the next meeting. Detailed guidance can be found in the [Guide for Committee Chairs](#).

Committee chairs should send the agenda and minutes of meetings to their designated Executive Director. The Director will inform the Committee Chair in advance if s/he wishes to attend a meeting. If the Chair thinks that the presence of the Director may be helpful at a meeting, then an invitation should be sent.

Table of meetings

	Date(s) of meeting(s)	Required business	Notes
AGM	First AGM of Croquet England to be held March 2024. Thereafter annually in October	Reception of the examined accounts and the annual report of the Trustees Consideration and voting upon proposed resolutions. Announcement of winners of Club Awards Announcement of other award winners	Required by Clause 11 of the Constitution

	Date(s) of meeting(s)	Required business	Notes
Board of Trustees	Within one week of the AGM As determined by the Board or when called by any of the Trustees	To appoint the Officers (CEO, Treasurer and Secretary) and Members of the Executive	Clause 18 of the Constitution Clause 19 of the Constitution
Executive	Within one week of appointment by the Board of Trustees November	Confirmation of Directors' roles Appointment of Chairs of Committees Appointment of a member to serve on the Administration Committee Draft budget for the forthcoming year	
Administration	As required		
Sport Development	January February (biannually) October/November	Annual review and planning Selection of winners of Club Awards Budget requirements for forthcoming year for consideration by the Executive meeting in November.	
Funding	As required by grant applications. May October/November	To determine bursary awards Budget requirements for forthcoming year for consideration by the Executive meeting in November	
IT	October/November	Budget requirements for forthcoming year for consideration by the Executive meeting in November	
Marketing	October/November	Preparation of a marketing plan for the forthcoming year. Budget requirements for forthcoming year for consideration by the Executive meeting in November.	

	Date(s) of meeting(s)	Required business	Notes
Coaching	October/November	<p>Budget requirements for forthcoming year for consideration by the Executive meeting in November.</p> <p>Annual review of the appointed Coaches</p> <p>Selection and nomination of the Coach of the Year and candidates for a Lifetime Coaching Award</p>	
Handicap	<p>February</p> <p>November</p>	<p>Annual review of the appointed Handicappers</p> <p>Selection and nomination of candidates for awards for Most Improved Players in AC and GC.</p>	
AC Tournaments	<p>February</p> <p>October/ November</p>	<p>Allocating venues for events in the next three seasons.</p> <p>Preparing for the coming season, including event streaming and Quadway hoop requests.</p> <p>Recommending any changes to the Tournament Regulations.</p> <p>Reviewing the season's competitions.</p> <p>Confirming the programme for the following year and preparing future calendars for bid invitations.</p> <p>Discussing tournament management and formats.</p> <p>Budget requirements for the forthcoming year for consideration by the Executive in November.</p>	
GC Tournaments	<p>February</p> <p>October/ November</p>	<p>Allocating venues for events in the next three seasons.</p> <p>Preparing for the coming season, including event streaming and Quadway hoop requests.</p> <p>Recommending any changes to the Tournament Regulations.</p> <p>Reviewing the season's competitions.</p> <p>Confirming the programme for the following year and preparing future calendars for bid invitations.</p> <p>Discussing tournament management and formats.</p>	

	Date(s) of meeting(s)	Required business	Notes
		Budget requirements for the forthcoming year for consideration by the Executive in November.	
International	As required	Preparation of the budget requirements for the forthcoming year for consideration by the Executive in November.	
AC Laws	As required	Annual review of the appointed Referees	
GC Rules	As required	Annual review of the appointed Referees	
AC Selection	As required		
GC Selection	As required		
Inter-Counties Sub-Committee	As required		
Membership Secretariat	October/ November	Propose subscription rates for the following year	
Investment Consultative Group	As required		
Equipment Advisory Group	As required		
Lawns Management	As required		
Archivist	September/ October	Report to the Executive Director for Governance & Standards and the Board of Trustees.	

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Approved by: Executive

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Version: v1.1

Reason for Change: Addition of clause 8.20; Amendments to reporting requirements in committee minutes.