



Practice Book

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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, to which it delegates authority under the leadership of the Chief Executive Officer. Further details are in the [Delegations Policy](#)

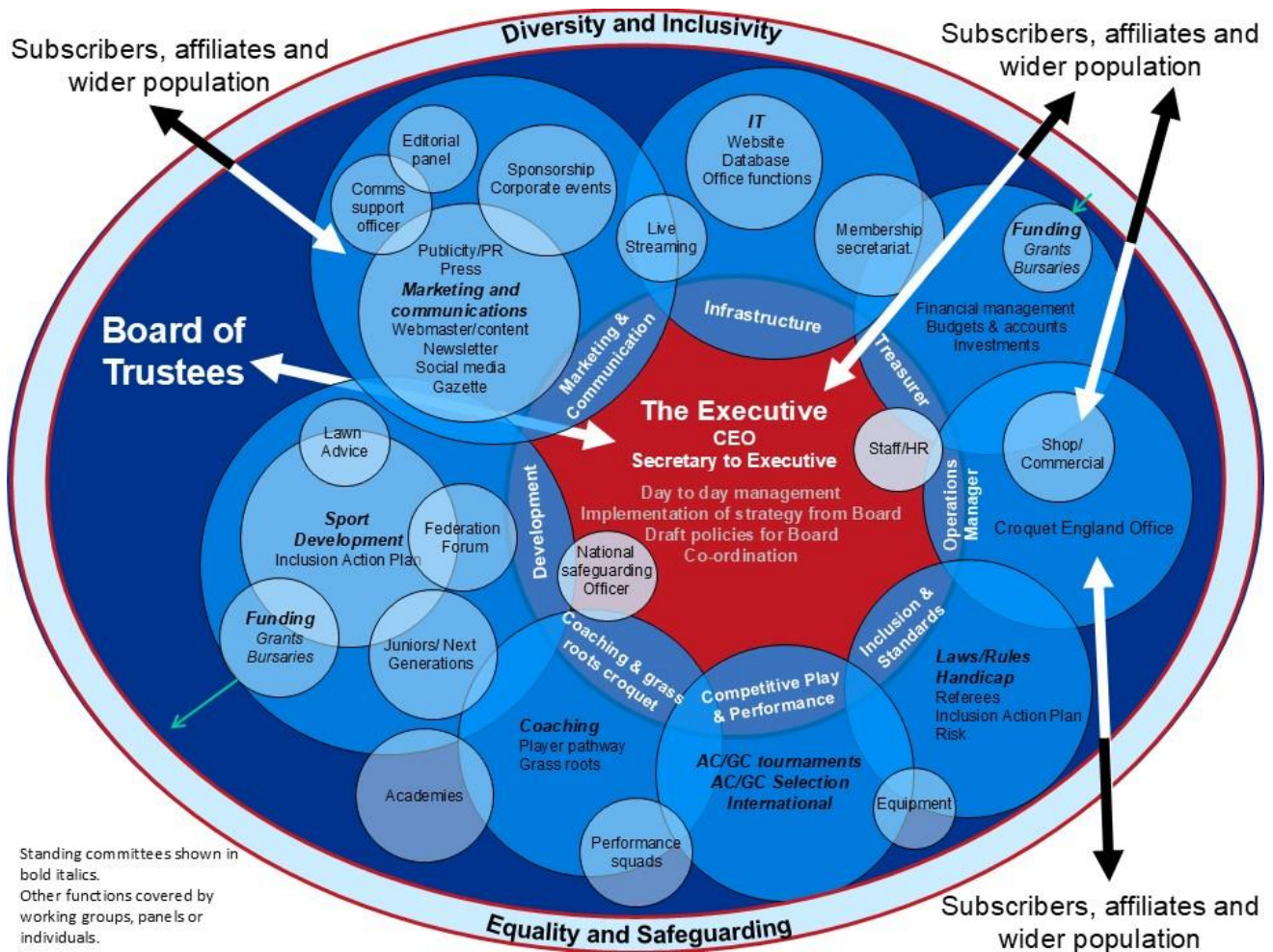
The Executive and Chief Executive Officer have delegated authority for the day-to-day running of the organisation and for ensuring the strategy and policies are delivered. They are appointed by the Board of Trustees.

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, Advisory Groups and other individuals. Authority for specific areas is delegated to these individuals and bodies as set out in this Practice Book, and they collectively ensure that the organisation functions to the satisfaction of the Board of Trustees, the Charity Commission and the subscribers and affiliates of Croquet England.

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 CEO.

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



Equality, diversity and 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 Chief Executive Officer

The Chief Executive Officer (CEO) is appointed annually by the Board of Trustees and shall be invited to all meetings of the Board of Trustees in accordance with Standing Order (SO) 4.2. The Trustees have resolved that the Chair of the Board of Trustees, the Secretary and the Treasurer may not be appointed as the CEO.

The responsibilities of the CEO are approved by the Trustees and include:

1. Full oversight of all the activities of Croquet England, including administrative, commercial, communication and sporting activities.
2. Providing operational direction for the implementation of Croquet England's overall strategy.
3. Leading the Executive in the day-to-day management of Croquet England.
4. Helping to embed the core values of Croquet England into all day-to-day activities. Challenging behaviour within the management team that does not match those values.
5. In conjunction with the Secretary ensuring compliance with all relevant statutory legislation, including charity, employment, health and safety, GDPR, equality and safeguarding law.
6. Ensuring that there is a risk management framework in place so that risk is assessed, reviewed, mitigated, and insured where appropriate.
7. Ensuring a crisis management plan is in place and kept up to date. Leading a crisis management team when required.
8. Working with the National Safeguarding Officer to ensure the training and appointment of Club Welfare Officers, the provision of a central DBS clearance service, the reporting of any safeguarding concerns or incidents and the implementation of safer recruitment procedures.
9. Chairing meetings of the Executive, assisting the Secretary to prepare the agenda and minutes.
10. Chairing meetings of the Administration Committee.
11. Attending meetings of the Board of Trustees to advise it on the formulation of policy and report on the Executive's implementation of it.
12. Maintaining good communication with Chair of Board of Trustees and providing advice and information to the Board of Trustees as required.
13. In conjunction with the Treasurer ensuring the financial stability of the organisation through the adoption of sound financial management, and the regular review of performance against operating budgets.
14. Ensuring that arrangements made by the Executive to co-ordinate the work of its committees are working adequately and keeping the Practice Book up to date.
15. In conjunction with Executive Directors, reviewing the efficiency and the remit of committees and the best use of Croquet England resources, including volunteer resources.

16. Recruitment and recommendation for appointment of members of the Executive.
17. Line management for Executive Directors and the Operations Manager.
18. Working with the Secretary and the Board of Trustees to bring Croquet England into line with Sport England's Code of Sports Governance.
19. Ensuring that the actions of the Executive are communicated to the subscribers and affiliates of Croquet England.
20. Identifying and ensuring engagement with internal and external stakeholders. Ensuring that matters raised by subscribers are dealt with; usually by referring them to the Chair of the relevant committee(s) and/or the Executive Director.
21. Responding on behalf of Croquet England to planning applications when requested to do so by clubs or by Sport England (as a statutory consultee).
22. Maintaining awareness and knowledge of the wider sports industry.
23. Exceptionally, taking 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 Deputy to act on behalf of the CEO and at the CEO's request.

2. The Treasurer

The “Treasurer” in this document is the Treasurer of Croquet England, appointed annually by the Board of Trustees, with the overall responsibility described in Standing Order (SO) 2.1. The Trustees have resolved that the Chair of the Board of Trustees, the CEO and the Secretary may not be appointed as the Treasurer.

The Treasurer shall be invited to all meetings of the Board of Trustees in accordance with SO 4.2 and is 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, and three-year financial forecasts for Croquet England.
4. Prepare the annual budget for submission to the Executive in November and approval by the Trustees in December.
5. Prepare the annual accounts for submission to the Executive in February and approval by the Trustees in March, advise on whether an audit or independent examination is required, and liaise with the auditor or examiner.
6. Serve on the Administration Committee and in particular advise it on salaries.
7. Provide the Operations Manager and staff with guidance and training on the Croquet England's financial practices as required.
8. Monitor the financial activities of the Office, report to the Executive on them and advise on improvements.
9. 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.
10. Compile and submit returns and any payments owed to HM Revenue and Customs in due time.
11. Make salary payments and honoraria and provide statements in due time.
12. Operate the workplace pension scheme for Croquet England staff, make the necessary returns, and ensure payment of liabilities.
13. Manage Croquet England's financial assets and systems, including investments, bank accounts and the accountancy database. This with the assistance of the Operations Manager.
14. Report to the Executive the advice of the Investments Consultative Group on investments and execute investment decisions.
15. Advise the Executive on subscriptions and tournament levy rates.
16. Assist the Operations Manager in ensuring that Croquet England is properly and adequately insured as directed by Executive.

3. The Secretary

The “Secretary” in this document is the Secretary of Croquet England appointed annually by the Board of Trustees, with the overall responsibility described in Standing Order (SO) 2.1. The Trustees have resolved that the Chair of the Board of Trustees, the CEO and the Treasurer may not be appointed as the Secretary.

The Secretary shall be invited to all meetings of the Board of Trustees in accordance with SO 4.2 and is an ex-officio voting member of the Executive.

The Secretary of Croquet England is responsible to the CIO through the Board of Trustees for providing independent leadership and guidance in matters relating to administration, encouraging the highest standards of integrity, effectiveness, and openness, and has a duty to ensure the CIO's regulatory compliance. Specific responsibilities are approved by the Trustees and include:

1. Supporting the President with arrangements, calling notice, agenda and minutes of General Meetings
2. Organising any formal voting procedure required
3. In conjunction with the Chair of the Board of Trustees and the Treasurer, prepare the annual report and accounts and the annual return and submit them to the Charity Commission, and prepare and submit any other reports or documents it may require, including Serious Incident Reports.
4. As a member of the Electoral Commission, defining and operating the rules for the election of Trustees
5. Maintaining and publicising a record of Significant Decisions of the Board of Trustees and Executive.
6. Maintaining the Register of Interests
7. Maintaining the Constitution and Standing Orders
8. Serving on the Administration Committee
9. With the Operations Manager, ensure that data protection issues are dealt with

The Secretary of Croquet England has a standing invitation to all meetings of the Board of Trustees.

3.1 Secretary to the Board of Trustees

The Secretary may invite the Trustees to appoint a named person to act as Secretary to the Board of Trustees in his/her place.

The specific responsibilities of the Secretary, or the Secretary to the Board of Trustees if appointed, relating to the Trustees are approved by the Trustees and are to support the Chair of the Board, through:

1. Preparing and issuing the calling notice, agenda and supporting documentation for Board meetings in collaboration with the Chair.
2. Attending Board meetings and assisting the Chair as necessary in the conduct of those meetings
3. Preparing and distributing minutes of Board meetings and arranging publication of minutes, together with any papers referred to, on the Croquet England website
4. Organising any formal voting procedure required

5. Advising on procedural, regulatory, governance and constitutional matters including compliance with the Sport England Code for Sports Governance

3.2 Secretary to the Executive

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. If a Secretary to the Executive is appointed, they 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 papers referred to therein, to be published to the subscribers and affiliates of Croquet England on the website, usually within 2 weeks of the meeting.
6. Provide a summary of significant decisions of the Executive to the Secretary for publication.
7. Liaise with each responsible Director to ensure copies of all the Standing Committees minutes are published, in a timely fashion, on the website, so that an archive is maintained.

The three roles of Secretary of the CIO, Secretary to the Board of Trustees and Secretary to the Executive can be combined or separated. The three roles form the Secretariat Group who together support coherence across the three roles.

4. 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. The Operations Manager is an ex-officio non-voting member of the Executive.

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.

5. 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.

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 Secretary to the Executive if appointed), the Treasurer, and up to 6 other members appointed annually by the Board of Trustees. The Operations Manager is a non-voting member of the Executive.

The President, Secretary (if a Secretary to the Executive has been appointed) 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 Coaching”.

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. Preliminary approval and recommendation to the Board of Trustees of an annual budget for Croquet England.
4. Guidance to Standing Committees to enable them to set their budgets.
5. Preliminary approval and recommendation to the Board of Trustees of the Annual Report and Accounts of Croquet England.
6. General monitoring of financial forecasts and financial performance of all activities against the budget and instigating any corrective actions should such monitoring identify significant divergence from expectation.
7. Matters relating to the implementation of membership rules of Croquet England, including entitlements of, and subscriptions from, different classes of subscribers and affiliates.
8. Recommending to the Board of Trustees any changes to policies or the function of Croquet England.
9. Preparation of draft policy and planning papers for the Board of Trustees.
10. Preparation and promulgation of the procedures, guidance and forms required to achieve the policies of the Board of Trustees.
11. 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.
12. Receiving reports from the Secretary, Treasurer and Operations Manager.
13. The annual appointment of Chairs and members of Standing Committees and appointment to other posts as required by this Practice Book.

14. 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.
15. Approving 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.
16. Managing matters not covered by the terms of reference of other committees.
17. 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.

The quorum for the Executive is five voting members.

7. Standing Committees of the Executive, Advisory Panels and Individual Specialists

1. The Standing Committees are Administration, Coaching, Funding, Handicap, Information Technology (IT), International, AC Laws, GC Rules, Marketing and Communications, AC Selection, GC Selection, Sport Development, AC Tournaments and GC Tournaments.
2. Each Standing Committee is assigned to and will liaise with a responsible Executive 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, etc.

Appointments to Standing Committees

4. Except as stated below, the chairs and members of the Standing Committees shall be appointed annually by the Executive from among the subscribers of Croquet England as soon as possible after the AGM, on the proposal of the responsible Executive Director.
5. The composition of any Standing Committee shall be as the Executive determines.
6. Each Standing Committees shall consist of a Chair, and, except as set out below, up to 6 others appointed by the Executive. The term of office shall run from the date of appointment to the conclusion of the following year's AGM.
7. To promote consistency of decisions and approach between AC and GC Committees with corresponding remits, together with good communication, at least one person shall be appointed to both the AC and GC committee who shall have the responsibility of ensuring effective liaison between the two committees. This applies to the Laws/Rules, Selection and Tournament Committees.
8. The Chair of a Standing Committee will not usually be appointed for more than four years in succession. In exceptional circumstances, e.g. specialist knowledge, the Executive may re-appoint a Chair who has served four years for an additional period.
9. Candidates for appointment to serve as Chairs of Standing Committees should usually be proposed to the Executive by the responsible Executive Director no later than 3 months before the AGM.

10. Members of Standing Committees should usually be proposed to the Executive by the responsible Executive Director no later than one month before the AGM, after discussion with the Chair Designate of that committee.
11. A Standing Committee may, with the approval of the responsible Executive Director, co-opt individuals of appropriate experience to serve on the respective committee either to fill any vacancies in the 6 appointed members or to serve a particular purpose on the committee. Co-opted members must be subscribers of Croquet England and shall serve until the following AGM.
12. No Advisory Panel or working group, may consist of more than 7 individuals.

Composition of specific Standing Committees

13. The Administration Committee shall consist of the CEO, the Secretary, the Treasurer and one other member appointed by the Executive.
14. The Funding Committee shall consist of its Chair, the Treasurer, the Chair of the Sport Development Committee or a member of that committee nominated by its Chair, and up to three others, appointed by the Executive as above. Its Chair should seek expert opinion e.g. on lawn construction and maintenance or from the Equipment Advisory Group, when technical items are to be considered.
15. 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 appointed by the Executive as above.
16. The Sport Development Committee may include a development officer nominated by the Federation Forum, in addition to others appointed by the Executive as above.
17. 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. No separate appointments shall be made by the Executive.

Ad hoc committees

18. The Executive may establish ad hoc committees, including sub-committees and working parties. When setting up an ad hoc committee, the Executive shall:
 - a. Appoint its Chair and its members, at least one of whom shall be a member of the Executive or a relevant Standing Committee.
 - 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 Executive.

8. Committee Procedures and Common Responsibilities

General

1. The Executive and all Standing Committees have 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 face to face or using any agreed remote-working video conferencing platform, with all rules relating to physical meetings applying, as determined by its Chair. Committees may also use procedures for topic-based and electronic decision-making analogous to those specified for the Board of Trustees in Standing Orders SO 7 & 9.
5. Meetings are summoned by the Chair of the Committee, or the Secretary to the Executive for the Executive.
6. Each Standing 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. 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.
7. Committees shall prepare lists of objectives and plans on the request of the responsible Executive Director, and contributions to the annual income and expenditure budget and longer-term forecasts on the request of the Treasurer, following guidelines given by the Executive.
8. 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 Croquet England as a whole or other committees. Committee chairs are responsible for the performance of their committee and for maintaining a dialogue with, and reporting to, the responsible Executive Director.
9. Standing Committees are encouraged to elect a Vice-Chair from among their members, to deputise for and assist their Chair as necessary.
10. Committees and their members are encouraged 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.

Attendance, quorum and voting

11. Unless otherwise stated in this Practice Book, for a meeting of a Standing Committee or sub-committee to be quorate, at least one half of the voting members, whether appointed or co-opted, must be present. Should a matter be decided at a meeting by a vote and that vote is indecisive, the chair will have a casting vote. If the chair 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 chair may use this casting vote.
12. The Trustees, the CEO, Executive Directors, the Secretary and the Treasurer have the right to attend any meetings of the Executive or 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, unless they are a member of that Committee.

13. 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.
14. The Chair of the Executive or any Standing Committee may allow other guests to attend any meeting if he or she considers that that person's attendance would be in the interests of the Committee. Such guests shall be entitled to speak but not to vote or be counted in the quorum for the meeting.

Agendas

15. The Chair is responsible for ensuring that an agenda is circulated to all committee members and (for Standing Committees) 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.
16. 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.

Minutes, papers, reporting and communications

17. Minutes shall be kept of decisions, whether at physical meetings or those held by video conference. Decisions made 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 in the minutes of the next meeting of the Committee. 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. Committees are responsible for appointing their own minute secretaries.
18. 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 Committee members. 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 (or, for the Executive, the Secretary to the Executive) within a week of it being circulated. The final minutes of Standing Committees should be sent to the responsible Executive Director.
19. Any decisions taken outside meetings must be confirmed by the full committee and recorded in the minutes of the next meeting of the committee.
20. The Chair shall ensure that Committee minutes, new or changed procedures, guidance or forms together with any reports and papers referred to therein, are published to subscribers and affiliates on the Croquet England website. Unless prescribed otherwise in a relevant policy, this shall be done within 4 weeks of the meeting or 2 weeks in the case of the Executive. Meeting minutes are not usually confidential but in exceptional circumstances a committee may, if it so wishes, decide that the whole or part of any committee minutes or accompanying papers, is confidential to that committee, the Executive and the Trustees. If this is the case, then the published minutes must indicate a redacted comment. A copy of the original minutes must be archived. Any proposed redactions or material for publication which may be regarded as sensitive or contentious in the minutes or papers of Standing Committees should first be discussed with the responsible Executive Director.

21. 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 September each year. The date the decision was taken and reference to the relevant minute should be stated.
22. Reports shall be made to the responsible Executive Director on request. Relevant material will be included in the Executive Director's next report to the Executive and published on the Croquet England website.
23. 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 Executive Director is informed in a timely manner.
24. Communicating committee decisions and other relevant information expeditiously to all interested parties is important. Committees should appoint a member of the committee to ensure that its section of the website and all web pages and other documents owned by it 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.

9. Individual Standing 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.

9.1 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.

9.2 Coaching Committee

The purpose of this committee is the strategic planning and implementation of national and regional coaching for GC, AC and short croquet. It reports to the Executive through its Director for Coaching.

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

1. Working with the Development Squad Managers to identify talent and potential for further development. The Development Squad Managers are responsible for ensuring suitable squad and individual coaching is available at higher levels.
2. Publishing Croquet England standard coaching material from grass roots to higher levels.
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 Scheme for AC and for the Steel Award.
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.

9. Proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.
10. Approval of, and in liaison with the office maintaining a register of, people licenced to coach U18s.

9.3 Funding Committee

The purpose of this committee is to administer grants, loans, bursaries and other disbursements. It reports to the Executive through its Director for Development.

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, and monitoring expenditure of those funds against budget.
2. Control and administration of grants, loans, bursaries and other disbursements as approved by the Executive, within the approved annual budget for each and in accordance with the approved strategy.
3. Determining the general terms & conditions associated with grants, loans and bursaries.
4. Publicising the criteria by which applications for grants, loans and bursaries will be adjudicated.
5. Receiving, reviewing and approving applications from member clubs for grants and loans and from individuals for bursaries in accordance with the budget and approval procedure.
6. Support of Federation Development Officers for their support to clubs in applications to the Funding Committee.
7. Administration of expenses incurred on behalf of Croquet England by the Federation Development Officers, within an annual budget approved by the Executive.

9.4 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. It reports to the Executive through its Director for Inclusion and Standards.

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 National 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 selecting the winners of the awards for Most Improved Players in AC and GC.

9.5 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. It reports to the Executive through its Director for Infrastructure.

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. Acting 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. Supporting the Infrastructure Director in the establishment and monitoring of Project Teams to implement agreed IT related projects.
6. Sourcing IT services and establishing Service Level Agreements.
7. Arrangements for support and training.
8. Matters relating to the software technology of the Croquet England website including the membership database and the Tournament Entry System.
9. Proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.

9.6 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. It reports to the Executive through its Director for Competitive Play and 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 and working groups 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, dates for international events held in England and appointing an Event Co-ordinator for international events held outside the Domain.
7. Liaising with the Development Squad Managers, 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.
10. Proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.

9.7 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. It reports to the Executive through its Director for Inclusion and Standards.

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.

9.8 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. It reports to the Executive through its Director for Inclusion and Standards.

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.

9.9 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. It reports to the Executive through its Director for Marketing.

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, proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.
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 case 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.

9.10 Association Croquet Selection Committee

The purpose of this committee is the selection of players for AC invitation and representative events in accordance with the Selection Policy and Procedures. It reports to the Executive through its Director for Competitive Play and Performance.

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 a Special Selection Committee for the MacRobertson Shield.
3. The selection of players for invitation to elite and international development AC coaching programmes.
4. The selection of English players for any AC squad from which representative teams for England or GB may be drawn other than a World Team Championship Squad.
5. The selection of players for any Croquet England AC development squad.
6. Liaising with the relevant Development Squad Manager 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 Procedures and, in consultation with the GC Selection Committee, recommending any changes to the Executive.

9.11 Golf Croquet Selection Committee

The purpose of this committee is the selection of players for GC invitation and representative events in accordance with the Selection Policy and Procedures. It reports to the Executive through its Director for Competitive Play and Performance.

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 a Special Selection Committee for the Openshaw Shield.
3. The selection of players for invitation to elite and international development level GC coaching programmes.
4. The selection of English players for any GC squad from which representative teams for England or GB may be drawn other than a World Team Championship Squad.
5. The selection of players for any Croquet England GC development squad.

6. Liaising with the relevant Development Squad Manager 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 Procedures and, in consultation with the AC Selection Committee, recommending any changes to the Executive.

9.12 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. It reports to the Executive through its Director for Development.

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

1. Developing 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.
2. Engaging in matters relating to the development of playing facilities including relations with groups involved in regional development, schools, universities, colleges and local authorities.
3. Advancing proposals to the executive to obtain development funds from government and non-government sources.
4. Publicising and marketing new development initiatives.
5. Identifying and promoting best practice in clubs and celebrating achievements through the biennial awards to member clubs, including publicising the criteria for and selecting the winners of the awards.
6. Through the Federation Forum providing support, exchange of ideas and sharing of best practice with Federation Development Officers (FDOs) in matters of strategic development.
7. In conjunction with the Marketing Committee and the Federation Forum, organising Federation and Club webinars from time to time.
8. Liaising with the Funding Committee, Marketing Committee, Federation Forum and Equipment Advisory Group.
9. Liaising with external organisations regarding lawn management best practice.
10. Proposing to the executive annually, for its approval, a budget for the activities of the committee in the forthcoming year and monitoring income and expenditure relating to the committee against budget.

9.13 Association Croquet Tournaments Committee

The purpose of this committee is the organisation of, and other matters relating to, Croquet England AC and SC tournaments and international AC tournaments held in England, and any questions relating to other AC and SC tournaments held under the AC Laws and Regulations. It reports to the Executive through its Director for Competitive Play and Performance.

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

1. Promoting a tournament structure to encourage all Croquet England subscribers wishing to play competitive AC and SC and enable them to do so.
2. All matters relating to Croquet England's AC and SC tournaments and competitions and any questions relating to other AC and SC tournaments held under the AC Laws and Regulations which are not the responsibility of another body. (In particular, questions involving amendments or interpretations of the Laws and Refereeing regulations are the responsibility of the AC Laws Committee and imposition of disciplinary sanctions is the responsibility of Complaints Panels).
3. Liaison with clubs hosting championships and national events.
4. Rates paid for Court and Equipment hire, specifying the terms required for each level and approving payment.
5. Setting entry charges for Croquet England's AC and SC tournaments and competitions.
6. Liaison with Croquet England's Operations Manager regarding the annual Fixtures Calendar.
7. In liaison with the GC Tournament Committee, maintaining and updating the provisional forward tournament schedule.
8. Dealing with matters relating to the appointment of officials for Croquet England's tournaments in accordance with Section O of the Tournament Regulations.
9. 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.
10. 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.
11. Liaison with Croquet England's Operations Manager regarding engraving trophies and maintenance of records for AC and SC tournaments, and allocation of trophies to specific tournament events.
12. Publicising the criteria approved by the Executive for the award of Silver Medals for AC (the Croquet England Office administers the Silver Medal schemes).
13. Advising the Marketing Committee regarding sponsorship opportunities and obtaining funds from third parties for AC and SC events.
14. Reviewing at least annually the register of AC tournament incidents maintained by the Complaints Administrator 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.
15. Proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.

9.14 Golf Croquet Tournaments Committee

The purpose of this committee is the organisation of, and other matters relating to, Croquet England GC tournaments and international GC tournaments held in England, and any questions relating to other GC tournaments held under the GC Rules and Regulations. It reports to the Executive through its Director for Competitive Play and Performance.

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

1. Promoting a tournament structure to encourage all Croquet England subscribers wishing to play competitive GC and enable them to do so.
2. 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 which are not the responsibility of another body. (In particular, questions involving amendments or interpretations of the Rules and Refereeing Regulations are the responsibility of the GC Rules Committee and imposition of disciplinary sanctions is the responsibility of Complaints Panels).
3. Liaison with clubs hosting championships and national events.
4. Setting entry charges for Croquet England GC tournaments and competitions.
5. Liaison with the Operations Manager regarding the annual Fixtures Calendar.
6. Liaising with the AC Tournament Committee regarding the provisional forward tournament schedule.
7. Dealing with matters relating to the appointment of officials for Croquet England tournaments in accordance with Section O of the Tournament Regulations.
8. 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.
9. Collaborating with the AC Laws, GC Rules, AC Tournament, International and Handicap committees regarding amendments to the Tournament Regulations.
10. Liaison with the Operations Manager regarding engraving trophies and maintenance of records for GC tournaments, and allocation of trophies to specific tournament events.
11. Publicising the criteria approved by the Executive for the award of Silver Medals for GC (the Croquet England Office administers the Silver Medal schemes)
12. Advising the Marketing Committee regarding sponsorship opportunities and obtaining funds from third parties for GC events.
13. Reviewing at least annually the register of GC tournament incidents maintained by the Complaints Administrator 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.
14. Proposing to the Executive annually, for its approval, a budget for the activities of the Committee in the forthcoming year, and monitoring income and expenditure relating to the Committee against budget.
15. Publicising the criteria for the Croquet England Merit Award Scheme for GC, excluding the Steel Award.

9.15 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 and shall elect a chair from among its members.

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.

10.1 Awards Panel

The Awards Panel will assess nominations for the Croquet England Medal for Outstanding Service, the Bernard Neal Award, and the Croquet England diplomas. 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 former Council Medal awarded by the Croquet Association or the Croquet England Medal for Outstanding Service.

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 Croquet England Medal for Outstanding Service, the Bernard Neal Award, and the Croquet England diplomas.
3. Advise the Board of Trustees on decisions regarding the Croquet England Medal for Outstanding Service and the Bernard Neal Award.
4. Advise the Executive on decisions regarding the Croquet England diplomas.

Any recommendations for the Croquet England Medal for Outstanding Service and the Bernard Neal medal should be sent to The Secretary for consideration by the Board of Trustees by 30th June. Nominations for diplomas must be received by the office by 31st July for consideration by the Awards Panel.

10.2 Equipment Advisory Group

This group, comprising suitably experienced individuals, reports to the Executive through its Director for Inclusion and Standards 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.

10.3 Investment Consultative Group

This panel, comprising suitably experienced individuals including the Treasurer, reports to the Executive through the Treasurer 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.

10.4 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 member and subscriber.
3. Propose amendments to the Membership Rules of Croquet England.
4. Report upon the numbers of members and subscribers of Croquet England.
5. Advise upon any observed trends within members and subscribers.

10.5 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 Board of Trustees.
10. Advising on archival matters, particularly on issues relating to the acquisition, disposal, storage and exhibition of archival materials.

10.6 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. Maintain a Register of reports and statements for the previous five years.
3. Notify the chairs of the two Tournament Committees about entries in the Register relating to Tournament incidents.
4. Notify the chairs of the International Committee, the relevant Selection Committee and the two Tournament Committees of any disciplinary sanctions imposed which relate to tournament entry and/or whether the player is in good standing with Croquet England.
5. Provide an annual report to the Board of Trustees.

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 two Tournament Committees about entries in the Register relating to Tournament incidents.

10.7 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.

10.8 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.

10.9 Development Squad Managers

The Executive shall appoint a Development Squad Manager for each code to manage the development of talented players capable of becoming Croquet England’s representative individuals and teams in international competitions. The Development Squad Managers are appointed annually and report to the Executive through its Director of Coaching.

The Development Squad Managers have the following responsibilities:

1. Create and manage a sustainable pathway to take talented players through to international-level performers.
2. Delivery of a structured programme using a combination of written coaching material, live coaching from qualified coaches and online media as appropriate.
3. Work with the Coaching Committee and International Squad Managers to ensure that a flow of talented players is achieved every year and the best are identified for further development.
4. Ensure that there is a coherent pathway for aspiring players and encouragement for talented individuals to become future international representatives.
5. Share relevant identified best practice with the Development Squad Manager of the other code.
6. Provide an annual report to the Executive on the operation of the programme including statistics on the improvement in performance of the scheme participants.

10.10 International Squad Managers

The Executive shall appoint an International Squad Manager for each code to manage the performance of Croquet England’s representative individuals and teams in international competitions. The International Squad Managers are appointed annually, although not necessarily every year, and report to the Executive through its Director of Competitive Play & Performance.

The International Squad Managers have the following responsibilities:

1. Responsibility for England's performance at international events, whether singles or team.
2. 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. Liaise 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.
4. The International Squad Managers will liaise particularly with the Development Squad Managers to ensure that talented players are given every opportunity to represent England internationally as both individuals and as part of a team.
5. Share relevant identified best practice with the International Squad Manager of the other code and from other sports where applicable.
6. Provide an annual report to the Executive containing statistics on the improvement in international performance.

10.11 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 that 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.

10.12 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.

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 permits 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 are further details about process and practice within the parameters of the Delegations 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' requests 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 requests 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. More guidance can be found in [Guide for Committee Chairs](#) and in clauses 8.17 to 8.24 of this Practice Book.

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 time sensitive business

	Date(s) of meeting(s)	Required business
AGM	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
Board of Trustees	Within one week of the AGM	To appoint the Officers (CEO, Treasurer and Secretary) and Members of the Executive
Executive	Within one week of appointment by the Board of Trustees November	Confirmation of Directors’ roles Appointment of Chairs and members of Committees and other individuals Draft budget for the forthcoming year

	Date(s) of meeting(s)	Required business
Coaching	October/November September	Budget requests for forthcoming year for consideration by the Executive meeting in November. Selection of the Coach of the Year and any Lifetime Coaching Awards Seek nominations for Coach of the Year and Lifetime Coaching Award
Funding	October/November April May	Budget requests for forthcoming year for consideration by the Executive meeting in November Seek applications for bursary awards Determine bursary awards
Handicap	November September	Selection for awards for Most Improved Players in AC and GC. Seek nominations for awards for Most Improved Players in AC and GC.
IT	October/November	Budget requests for forthcoming year for consideration by the Executive meeting in November
International	October/November	Preparation of the budget requests for the forthcoming year for consideration by the Executive in November.
Marketing	October/November	Preparation of a marketing plan for the forthcoming year. Budget requests for forthcoming year for consideration by the Executive meeting in November.
Sport Development	October/November March-July (biennially) August (biennially)	Annual review and planning for forthcoming year Budget requests for forthcoming year for consideration by the Executive meeting in November. Seek nominations for Club Award Selection of winners of Club Awards
AC Tournaments	October/ November	Recommending any changes to the Tournament Regulations.

	Date(s) of meeting(s)	Required business
	February	<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 requests for the forthcoming year for consideration by the Executive in 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>
GC Tournaments	October/ November February	<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 requests for the forthcoming year for consideration by the Executive in 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>
Awards Panel	July June	<p>Recommendations for diplomas</p> <p>Recommendations for the Croquet England Medal for Outstanding Service and the Bernard Neal medal</p>
Membership Secretariat	August	Propose subscription rates for the following year

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V2.1 Removal of blank page and associated page re-numbering.