

THE CROQUET ASSOCIATION

CA Practice Book

Temporary Edition Adopted by the March, 2020 meeting of Council

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CA PRACTICE BOOK

for Officials, Board and Committees

In this document use of the masculine gender shall be deemed to include the feminine gender.

1 The Secretary (S.O. 2.1)

- 1.1 The “Secretary” in this document is the Honorary Secretary of the Association elected under Clause 20 of its Constitution of the Association, with the overall responsibility described in S.O. 2.1. The specific duties of the Secretary are as follows:
- 1.2 to attend as a member (non-voting in the case of Council) all the meetings of the Association, Council and Executive Board. He shall assist their Chairmen as necessary in the conduct of those meetings and, in conjunction with their Chairman, he shall:
 - 1.2.1 prepare and issue the calling notice, agenda and supporting documentation for them;
 - 1.2.2 keep the minutes of all their proceedings;
 - 1.2.3 arrange for minutes, together with any reports and agreed policy papers referred to therein, to be published to Members on the website normally within 4 weeks of the meeting;
 - 1.2.4 provide a summary of significant decisions for publication in the Gazette and Website;
- 1.3 in conjunction with the Treasurer, to keep account of any receipts and expenditure of the Association dealt with by the Secretary;
- 1.4 to organize any voting procedure required under Clauses 18 and 19 of the Association's Constitution;
- 1.5 in conjunction with the Chairman of the Executive Board to prepare and distribute the Executive Board's Report for each ordinary meeting of Council, and the Minutes of Executive Board meetings;
- 1.6 with the assistance of the Manager, to prepare and present a report at each meeting of the Executive Board and Council, covering agreed items;
- 1.7 in conjunction with the Treasurer, advise the Executive Board on the terms of service for staff;
- 1.8 to notify the person complained against (complainee) about incidents in tournaments reported by tournament officials. The complainee shall have the right to file with the Secretary a statement in response and to refer the matter to a Disciplinary Panel. The Secretary shall maintain a Register of such reports and statements for the previous five years and shall notify the chairmen of the Golf Croquet and Association Croquet Tournament Committees about entries in the Register;
- 1.9 to maintain the Constitution of the Association, Standing Orders, CA Practice Book and record of significant decisions and publish them on the Website. Changes should be drafted as requested by Council or, for the CA Practice Book, the Executive Board, for approval by Council and, in the case of the Constitution, CA Members.
- 1.10 to assist the Chairman of the Executive Board to ensure that the CA maintains the highest standards in the care of its employees and provides appropriate support, working conditions and training for them.
- 1.11 to monitor the services provided by the Office, report to the Chairman of the Executive Board on them and advise on improvements.
- 1.12 The Secretary is not required to carry out the functions set out in 1.2 above in respect of the proceedings of the other Standing Committees but with the assistance of the Manager he shall maintain a file containing master copies of all the committees' minutes.

2 The Treasurer (S.O. 2.1)

- 2.1 The “Treasurer” in this document is the Honorary Treasurer of the Association, elected under Clause 20, with the overall responsibility described in S.O. 2.1. The specific duties of the Treasurer are as follows:
- 2.2 to attend as a member (non-voting in the case of Council) all the meetings of the Association, Council and the Executive Board;
 - 2.3 to keep Council and the Executive Board aware of and informed about its financial duties and responsibilities;
 - 2.4 to compile draft annual accounts for the Association's Independent Examiner and present the certified accounts to the Council and AGM;
 - 2.5 to compile and present regular management accounts and reports to Council and the Executive Board, including the implications of financial plans and budgets of the Executive Board's committees;
 - 2.6 to advise the Executive Board on salaries and, in conjunction with the Secretary, terms of service for staff;
 - 2.7 to provide the Manager and Office staff with guidance and training on the Association's financial practices as required;
 - 2.8 to monitor the financial activities of the Office, report to the Chairman of the Executive Board on them and advise on improvements;
 - 2.9 to audit the financial records produced by the Office and ensure that it keeps proper records of all financial transactions for inspection by the Independent Examiner and HM Revenue and Customs.
 - 2.10 to compile and submit returns and any payments owed to HM Revenue and Customs in due time;
 - 2.11 to make salary payments and provide statements in due time;
 - 2.12 to operate the workplace pension scheme for CA staff, make necessary returns, and ensure payment of liabilities;
 - 2.13 with the assistance of the Manager, to manage the Association's financial assets and systems, including investments, bank accounts and the accountancy database;
 - 2.14 to advise Council through the Investments Sub-Committee on investments and execute investment decisions;
 - 2.15 to advise the Executive Board on subscription and levy rates;
 - 2.16 to assist the Manager in ensuring that the Association is properly and adequately insured as directed by Council.

3 The Manager (S.O. 2.2)

- 3.1 The “Manager” in this document is the Manager of the Association appointed under Clause 21 of its Constitution, with the overall responsibility described in S.O.2.2. Subject to the Manager's contract of employment and job description, the duties of the post shall be as follows:

3.2 Office

- 3.2.1 Manage all office functions and staff

3.3 Financial

- 3.3.1 Supervise financial activities of staff
- 3.3.2 Ensure that levies, subscriptions etc. are collected by due dates and bills paid

3.4 *Executive Board and Committees*

- 3.4.1 Attend meetings wherever appropriate
- 3.4.2 Assist the Hon Sec in the administration of meetings
- 3.4.3 Maintain all CA records of meetings and papers

3.5 *Individual, Club and Federation Members*

- 3.5.1 Maintain good relations with members: individuals, clubs and federations
- 3.5.2 Ensure that all membership records are fully maintained and accurate
- 3.5.3 Maintain tournament entries/results/handicap changes

3.6 *Commercial*

- 3.6.1 Manage CA Shop

3.7 *Liaison and Public Relations*

- 3.7.1 Assist the Marketing Committee with promotional and PR activities
- 3.7.2 Be the first point of contact for all enquiries
- 3.7.3 Monitor advice from public bodies and seek further advice where appropriate

3.8 *Publications*

- 3.8.1 Compile the Fixtures Calendar, Directory and other publications as directed by the Executive Board
- 3.8.2 Ensure these publications are published to agreed timescales

3.9 *Archives, Trophies and Equipment*

- 3.9.1 Supervise safe storage of trophies and archives
- 3.9.2 Maintain trophy records including engraving
- 3.9.3 Ensure that Trophies are transported to the correct venues

3.10 *Cheltenham*

- 3.10.1 Maintain good relations with the Cheltenham Croquet Club

4 *The Chairman of Council (S.O. 3)*

- 4.1 The Chairman shall lead Council.

- 4.2 The Chairman shall chair meetings of Council, assisting the Secretary to prepare the agenda and minutes. Between meetings, he should consult and respond to concerns raised by its members, calling special meetings under S.O. 1.3 or for votes under S.O. 9 if urgent matters arise that require a decision of Council.
- 4.3 Between meetings, he should consult and respond to concerns raised by its members, calling meetings or for decisions under 7.17 as required
- 4.4 The Chairman of Council, Vice-Chairman of Council and Chairman of the Executive Board and their designated successors should together ensure that the Executive Board and its committees are adequately staffed and that successors are available as and when required, paying due regard to the need for diversity.
- 4.5 The Chairman should ensure that the actions of Council are communicated to the membership of the Association.
- 4.6 The Chairman should ensure that matters raised by members of the Association are dealt with, normally by referring them to the Chairman of the Executive Board.
- 4.7 The Chairman may represent the Association, giving precedence to the President or Vice-Presidents.
- 4.8 Exceptionally, the Chairman may take such other action as he considers necessary in the interests of the Association. Such action should be reported to the Council as soon as is practicable, ideally within 24 hours.
- 4.9 The Vice-Chairman of Council should act on behalf of the Chairman at his request or if he is unable to do so.

5 The Chairman of the Executive Board

- 5.1 The Chairman of the Executive Board is elected annually by Council and becomes a non-voting member of Council. No-one may serve in that role if they are a voting member of Council, the Secretary, the Treasurer or the President, nor for more than four years in succession.
- 5.2 The Chairman shall lead the Executive Board.
- 5.3 The Chairman shall chair meetings of the Executive Board, assisting the Secretary to prepare the agenda and minutes. Between meetings, he should consult and respond to concerns raised by its members, calling special meetings or for electronic votes under CAPB 7.17 if urgent matters arise that require a decision.
- 5.4 The Chairman shall chair meetings of the Administration Committee. Between meetings, he should consult and respond to concerns raised by its members, calling meetings or for decisions under CAPB 7.17 as required.
- 5.5 The Chairman shall attend meetings of Council to advise it on the formulation of policy and report on the Executive Board's implementation of it.
- 5.6 The Chairman should assist in succession planning as described in 4.4.
- 5.7 The Chairman should ensure that arrangements made by the Executive Board to co-ordinate the work of its committees under 6.3.12 are working adequately.
- 5.8 The Chairman should ensure that the actions of the Executive Board are communicated to the membership of the Association.
- 5.9 The Chairman should ensure that matters raised by members of the Association are dealt with, normally by referring them to the chairman of the relevant committee(s).

- 5.10 Exceptionally, the Chairman may take such other action within the scope of the Executive Board as he considers necessary in the interests of the Association. Such action should be reported to the Executive Board as soon as practicable, and certainly within seven days.
- 5.11 The Executive Board may appoint a Vice-Chairman to act on behalf of the Chairman at his request or if he is unable to do so.

6 The Executive Board

- 6.1 The Executive Board is responsible to Council for the day-to-day business of the Association, including authority to execute financial transactions, and the implementation of policies. (Clause 12(b) of the Constitution of the Association).
- 6.2 The Executive Board shall consist of the following voting members: its Chairman, the Honorary Secretary, the Honorary Treasurer, and up to 6 other members appointed by the Council. The CA Manager shall be a non-voting member. The President, Chairman of Council and any guests invited by the Chairman of the Executive Board may attend meetings and speak but not vote. (Clause 12(e) of the Constitution of the Association).
- 6.3 The Executive Board carries out the following business:
- 6.3.1 Matters relating to the general finances of the Association.
 - 6.3.2 Recommending to Council the overall long-term financial and budgetary policy for the Association.
 - 6.3.3 Matters relating to the membership policy of the Croquet Association, including entitlements of, and subscriptions from, different classes of member.
 - 6.3.4 Preparation of three-year forecasts and an annual budget for the Association.
 - 6.3.5 Preparation of the Annual Budget of the Executive Board itself.
 - 6.3.6 Preparation of guidance to other Standing Committees to enable them to set their budgets.
 - 6.3.7 Preliminary approval and recommendation to Council of the Annual Accounts of the CA.
 - 6.3.8 General monitoring of financial performance of all activities against the budget, and carrying out any corrective actions should such monitoring identify significant divergence from expectation.
 - 6.3.9 Recommending to Council any changes in general policy or function of the Association.
 - 6.3.10 Preparation of draft policy and planning papers for Council.
 - 6.3.11 Ensuring the policies and plans of the Association are carried out efficiently and to the satisfaction of the Council. Communicating with, and co-ordinating the work of, other committees; in so doing Executive Board members should not become involved in the routine work of any committee other than the one they may chair or to which they have been elected or appointed.
 - 6.3.12 Preparing a two-year forward schedule for meetings of the Principal Standing Committees.
 - 6.3.13 Receiving and considering the reports and minutes of all meetings held by other Standing Committees. In conjunction with relevant other committee chairmen, deciding which matters concern policy and need to be referred to the Council. Ensuring that when any matter of substance is to be considered by the Executive Board, the appropriate committee chairman or representative shall be invited to attend the meeting.
 - 6.3.14 Receiving reports from the Secretary, Treasurer and Manager.

- 6.3.15 Appointing, setting budgets and policy for and receiving reports from **International Performance Directors** for Association and Golf Croquet and any working parties or action groups.
 - 6.3.16 Considering nominations for the award of **CA Diplomas**. CA Diplomas recognise those club members (and not just CA Members) who have given outstanding service to croquet and have been active in club or federation affairs over a long period. The Diplomas have nothing to do with croquet prowess and everything to do with help given to other members. Nominations should be made by clubs or federations and accompanied by a declaration by the person submitting them that they are not aware of any reason why an award could bring the Association into disrepute. They should normally be accepted, but may be declined if felt to be of insufficient merit or deferred if too many are submitted in any year. The award is not normally made posthumously, but may be if there are surviving family members who would appreciate it.
 - 6.3.17 Managing matters not covered by the terms of reference of other committees.
- 6.4 Meetings of the Executive Board shall be recorded as follows:
- 6.4.1 Minutes of Executive Board meetings shall be made available to all Executive Board members as soon as reasonably practical after each meeting. Proposed corrections should be emailed to all those notified of publication. Further drafts shall include corrections approved by the Chairman or, if not so approved, by a simple majority of those present at the meeting. A draft is approved if no requests for corrections to it are received by the Chairman within a week of it being published.
 - 6.4.2 Executive Board 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.
 - 6.4.3 The Secretary shall ensure that the approved minutes are published to Members of the Association on the website, together with any reports and agreed policy papers referred to therein, and a copy sent to the CA Office. This should normally be done within 4 weeks of the meeting.
- 6.5 The Executive Board may use procedures for topic-based and electronic decision-making analogous to those specified for Council in SO 7 and 9. It may also meet, as decided by its Chairman, using any agreed remote-working conferencing platform with all rules relating to physical meetings applying.

7 **Composition of Committees and Panels** (S.O. 10)

- 7.1 The Council has a single Standing Committee: the **Executive Board**.
- 7.2 The Standing Committees of the Executive Board are:
 - 7.2.1 **The Principal Standing Committees:** Coaching, Development, International, Marketing (including Publicity and Membership), Publishing, Association Croquet Tournaments and Golf Croquet Tournaments.
 - 7.2.2 **Other Standing Committees:** Administration, Counties Sub-Committee, Equipment, Handicap, Information and Communications Technology (ICT), Investment, Association Croquet Laws, Golf Croquet Rules, Major Grants, Association Croquet Selection and Golf Croquet Selection
- 7.3 Except as stated below, the chairmen and members of the Standing Committees shall be appointed by the Executive Board as soon as possible after the AGM, on the proposal of its Chairman, following the consultation required by CAPB 5.6. Candidates for appointment to serve as Chairmen of Standing Committees from the date of the AGM will normally be designated by the Executive Board no later than 30th June of that calendar year. Members of its Standing Committees will normally be designated

by the Executive Board no later 31st August, having taken advice from the Chairman Designate of the committee.

- 7.4 The Administration Committee shall consist of the Chairman of the Executive Board, the Secretary, the Treasurer and one other member of the Executive Board appointed by it.
- 7.5 All the members of the **Selection** Committees shall be appointed annually by the Executive Board at its first meeting in each session following the Annual General Meeting of the Association.
- 7.6 Each Member Federation and Coaching Academy recognised by the Coaching Committee shall be entitled to appoint someone to be a member of the **Coaching** Committee, in addition to those appointed by the Executive Board under 7.3 or co-opted under 7.19.
- 7.7 The **Counties Sub-Committee** shall consist of the Chairmen of the AC and GC Tournaments Committees and the Directors and Manager of the AC and GC Inter-Counties Championships.
- 7.8 Each Member Federation shall be entitled to appoint someone to be a member of the **Development** Committee, in addition to those appointed by the Executive Board under 7.3 or co-opted under 7.19. Its Chairman shall endeavour to co-opt someone with experience of lawn construction and maintenance if none of its other members have this.
- 7.9 The **Marketing** Committee shall appoint one of its members to sit on the **Publishing** Committee.
- 7.10 The **Major Grants** Committee shall consist of the Chairman of the Development Committee, who shall chair it, the Chairman of the Executive Board and the Treasurer.
- 7.11 The Chairman, or nominated deputy, of the **Association and Golf Croquet Tournaments** committees shall be a member of the other committee, to maintain communication. The same shall apply to the **Laws, Rules** and **Selection** Committees.
- 7.12 The Editor of *The Croquet Gazette* shall be a full member of the **Publishing** Committee and the Webmaster shall be a full member of the **Marketing** and **Publishing** Committees. In addition, they shall be entitled to attend any meeting of a Standing Committee, at which matters concerning the *Gazette* or the Website respectively are on the agenda and 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 the Committee.
- 7.13 Members of **Disciplinary** and **Appeals Panels** shall be appointed as required and on an *ad hoc* basis by the Council from those appointed annually by Council to the pools of those available to serve in this capacity. Each Panel should consist of three persons, none of whom has any personal involvement in the matter under dispute. Membership of the Council, *per se*, shall not be regarded as having any personal involvement in a dispute to which the Council itself is a party.
- 7.14 The members of Standing Committees, and those appointed to the pools of those available to serve on panels, hold office until the first Council meeting following the next Annual General Meeting of the Association. Members serving on a Panel continue to do so until the Panel has reached and communicated its decision.
- 7.15 The number of members of any Standing Committee shall be as the Executive Board determines subject to:
- 7.15.1 the specific provisions in 7.3 to 7.14 above and
- 7.15.2 the general provision that no committee, other than the Development and Coaching Committees, may consist of more than 12 individuals and
- 7.16 For a meeting of a Standing Committee or a sub-committee to be valid the number of persons present shall be at least half the number of members currently elected, appointed or co-opted to serve on it.
- 7.17 Standing Committees may use procedures for topic-based and electronic decision-making analogous to those specified for Council in SO 7 and 9. Such decisions should be recorded and reported under 8.4.2,3 and reported at the next meeting of the committee. Committees may also meet, as decided by

their Chairman, using any agreed remote-working conferencing platform with all rules relating to physical meetings applying.

- 7.18 No one may serve as Chairman of a Standing Committee for more than four years in succession.
- 7.19 Subject to the constraints set out above, a Standing Committee may co-opt individuals of appropriate experience to serve on the respective committee until the following Annual General Meeting of the Association provided that such individuals shall be Individual Members of the Association.
- 7.20 The Chairman of Council, the Chairman of the Executive Board, the Secretary and the Treasurer have the right to attend and speak at any meetings of the Principal Standing Committees as observers and they shall not be included in any count of members present, or calculation for determining whether there is a quorum.
- 7.21 The Manager is entitled to attend and speak at the meetings of all the Standing committees and the chairmen of these committees are encouraged to invite him to do so.
- 7.22 Council, the Executive Board 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
- 7.22.1 Appoint its chairman and its members, at least one of whom shall be a member of the appointing body.
- 7.22.2 Decide its terms of reference including a procedure for reporting its conclusions and the conditions for the termination of its work.
- All such details shall be minuted.
- 7.23 The chairman of any Standing Committee may allow other guests to attend that committee on the same conditions as apply to guests at the Council under Council Standing Order 12.1
- 7.24 Standing committees are encouraged to elect a Vice-Chairman from among their members, to deputise for and assist their Chairman as necessary.
- 7.25 Exceptionally, the Chairman of a Standing Committee may take such other action within the scope of the committee as he considers necessary in the interests of the Association. Such action should be reported to the committee as soon as practicable, and certainly within seven days."

8 Responsibilities of the Principal and other Standing Committees

- 8.1 Each Committee shall deal with its own appropriate business as set out below, and such other business as may be referred to it by the Council or the Executive Board.
- 8.2 Standing Committees are responsible to and present their reports to the Executive Board. They are empowered to act without reference back unless decisions they intend to take contradict established policy or involve projected expenditure in excess of agreed budgets, or may adversely affect the work of other committees. Each committee chairman is responsible for the performance of his committee.
- 8.3 The **Administration Committee** is chaired by the Chairman of the Executive Board and deals with:
- 8.3.1 Matters of a sensitive nature which require executive action before a meeting of the Executive Board can be held,
- 8.3.2 Appointment of and matters, including remuneration, relating to employees of the Association.
- 8.3.3 Preparation of minutes of its meetings, which shall remain confidential to it.
- 8.3.4 Preparation of a report of its activities and decisions taken at its meetings, excluding details it decides should remain confidential, for submission to the next Executive Board meeting,

- 8.4 All other Committees have the following common responsibilities:
- 8.4.1 preparation of contributions to the annual income and expenditure budget and longer term forecasts, following any guidelines given by the Executive Board.
 - 8.4.2 recording decisions reached, whether at physical meetings or taken under 7.17, in line with the procedure set out in 6.4, except that committees are responsible for appointing their own minute secretaries.
 - 8.4.3 preparation of reports to the Executive Board to be available for circulation at least 10 days before each of its meetings. After the meeting, these reports will be updated by the Secretary to reflect its decisions and to remove any material deemed confidential, then published on the CA Website.
 - 8.4.4 preparation of a report of their activities to go into the annual report of Council to the AGM.
 - 8.4.5 preparation of lists of objectives and plans.
 - 8.4.6 communicating committee decisions and other relevant information expeditiously to the Secretary and the CA Manager.
 - 8.4.7 appointing a member of the committee to ensure that its section of the website is maintained and to communicate with Member Clubs and Federations and Individual Members through that and *The Croquet Gazette*. In particular, any new or updated policy documents should be published and publicised and minutes of committee meetings, together with any reports and agreed policy papers referred to therein, shall be published to Members on the website normally within 4 weeks of the meeting. Any material which may be regarded as sensitive or contentious should first be discussed with a member of the Executive Board.
 - 8.4.8 sending to the Hon. Secretary by 1 June each year a list of any significant decisions taken by the committee during the preceding 12 months. The date the decision was taken and reference to the relevant minute should be stated.
- 8.5 For each of the other standing committees, the **Executive Board** shall appoint one of its members to liaise with the chairman of the standing committee, to communicate as required by 6.3.12. A single member of the **Executive Board** can be appointed to liaise with the chairmen of more than one standing committee.
- 8.6 The **Coaching Committee** reports to the Executive Board and has the following responsibilities:
- 8.6.1 Matters relating to national and regional coaching for both Golf and Association Croquet (The Selection Committee is responsible for squad and individual coaching at international level.)
 - 8.6.2 Publishing CA standard coaching material including elite level.
 - 8.6.3 Matters relating to coaching policy, the official list of coaches and the appointment of coaches. Training and examining official Association and Golf Croquet coaches at all levels.
 - 8.6.4 The CA Merit Award Scheme.
 - 8.6.5 The selection of the Coach of the Year.
- 8.7 The **Counties Sub-Committee** reports to the AC and GC Tournaments Committees and is responsible for determining eligibility of teams and players for the AC and GC Inter-Counties Championships.
- 8.8 The **Development Principal Standing Committee** reports to the Executive Board, normally meets twice annually, and has the following responsibilities:
- 8.8.1 Matters relating to the policy for development of playing facilities including relations with Federations and other groups involved with regional development, including liaison with Schools, Universities, Colleges and Local Authorities.

- 8.8.2 Making proposals to the Executive Board regarding obtaining development funds from third parties including Government Departments and the Sports Council.
- 8.8.3 In liaison with the Marketing Committee, matters relating to regional efforts to increase the number of people that play croquet, and to the development of new clubs.
- 8.8.4 Within guidelines established by the Executive Board, the making of grants and loans in relation to the above items, ensuring that such grants and loans are applied only to existing Member Clubs, or new facilities where the club is likely to become a Member Club. Decisions on grants or loans in excess of £2,000 shall be referred to the Major Grants Committee.
- 8.8.5 The organisation of Federation and Clubs' Conferences from time to time.
- 8.8.6 The selection of the winners of awards to clubs.
- 8.8.7 The Chairman of this committee is responsible for communicating relevant information between the Executive Board and the Equipment Committee.
- 8.8.8 The Chairman of this committee is responsible for communicating relevant information between the Executive Board and the Lawns Advisor.
- 8.9 The **Equipment Committee** reports to the Executive Board and has the following responsibilities:
 - 8.9.1 Setting standards for approval of items of playing equipment, including mallets, balls, hoops and other court equipment.
 - 8.9.2 Development of testing methods for such approvals, including ball and hoop gauges, and other ball-testing methods and testing equipment.
 - 8.9.3 Development of testing methods for speed of grass courts, and speed and other criteria for approving courts made from artificial surfaces.
 - 8.9.4 Research and development of playing equipment, including mallets, balls, hoops, and court surfaces.
- 8.10 The **Handicap Committee** reports to the Executive Board and has the following responsibilities:
 - 8.10.1 The approval of handicaps and changes in handicaps.
 - 8.10.2 Matters relating to handicap policy, the official list of Handicappers and the appointment of Handicappers.
 - 8.10.3 The CA Grading System.
 - 8.10.4 The selection of the winners of the Apps and Steel trophies.
- 8.11 The **Information and Communications Technology Committee** reports to the Executive Board and has the following responsibilities:
 - 8.11.1 Developing and maintaining an ICT strategy.
 - 8.11.2 Technical arrangements for the processing, storage and publication of the CA's data in support of its objectives, with particular concern for conformance with data protection and other relevant legislation.
 - 8.11.3 Specification, implementation and/or approval of new software and systems and changes to existing ones.
 - 8.11.4 Specification and/or approval of computers and communication equipment for use on CA business.

- 8.11.5 Sourcing of ICT services.
 - 8.11.6 Arrangements for support and training.
 - 8.11.7 Matters relating to the software technology of the website.
- 8.12 The **International Principal Standing Committee** reports to the Executive Board, normally meets annually unless there are major international developments in progress, and has the following responsibilities:
- 8.12.1 International matters (other than team selection) including arrangements for international championships organized by the Croquet Association, and Croquet Association representation in international events held outside the Domain.
 - 8.12.2 Proposing to the Executive Board the appointment and nomination of Croquet Association representatives to serve as officials and on committees of the World Croquet Federation and other Associations.
 - 8.12.3 Representing the Association and exercising its votes in the World Croquet Federation (WCF) Council. The Chairman of the International Committee is the Association's point of contact for the WCF Management Committee.
 - 8.12.4 Communication with other Governing Bodies, in liaison with other appropriate committees.
 - 8.12.5 Making proposals to the Executive Board regarding obtaining funds for international events from third parties including Government Departments and the Sports Council.
 - 8.12.6 Liaising with the Tournaments Committees over venues and dates for international events.
 - 8.12.7 Custody and maintenance of international trophies when England or Great Britain are the holder.
 - 8.12.8 Appointing, setting a budget and policy for and receiving reports from the Bursary Panel.
 - 8.12.9 The Chairman of this committee is responsible for communicating relevant information between the Executive Board and the Laws, Rules and Selection Committees.
- 8.13 The **Investment Committee** reports to the Executive Board and has the following responsibilities:
- 8.13.1 to make recommendations to Executive Board on investment objectives and policies.
 - 8.13.2 to make individual investment decisions in line with the objectives and policies. An investment decision can be implemented if it is agreed by a majority (including the Treasurer or Committee Chairman) of the committee and approved by one Trustee who is not a member of the committee.
 - 8.13.3 to report at least annually to Executive Board and Trustees.
- 8.14 The **Association Croquet Laws Committee** reports to the Executive Board and has the following responsibilities:
- 8.14.1 In collaboration with the World Croquet Federation Association Croquet Laws Committee, questions of interpretation of, or proposed amendments of, or additions to, the Laws, and the Regulations for Refereeing, of Association Croquet.
 - 8.14.2 Matters relating to the official list of Referees and the training, appointment and examination of Referees and Examining Referees for Association Croquet. Training in the laws for players is organised by the Coaching Committee, using material and instructors provided by this Committee.

- 8.14.3 Collaborating with the AC and GC Tournaments, GC Rules and Handicap Committees over questions of interpretation of, or proposed amendments of, or additions to, the non-Refereeing Regulations for Tournaments.
- 8.15 The **Golf Croquet Rules Committee** reports to the Executive Board and has the following responsibilities:
- 8.15.1 In collaboration with the World Croquet Federation Golf Croquet Rules Committee, questions of interpretation of, or proposed amendments of, or additions to, the Rules and the Regulations for Refereeing, of Golf Croquet.
- 8.15.2 Matters relating to the official list of Referees and the training, appointment and examination of Referees and Examining Referees for Golf Croquet. Training in the rules for players is organised by the Coaching Committee, using material and instructors provided by this Committee.
- 8.15.3 Collaborating with the AC and GC Tournaments, AC Laws and Handicap Committees over questions of interpretation of, or proposed amendments of, or additions to, the non-Refereeing Regulations for tournaments.
- 8.16 The **Major Grants Committee** reports to the Executive Board and has the following responsibilities:
- 8.16.1 Consider recommendations for grants or loans of more than £2,000 referred to it by the Development Committee. It may approve grants or loans of up to and including £5,000 and refer any in excess of that to the Executive Board. Its decisions must be recorded.
- 8.17 The **Marketing (including Publicity) Principal Standing Committee** reports to the Executive Board, normally meets at least twice annually, and has the following responsibilities:
- 8.17.1 Matters relating to the marketing, merchandising and commercial policy of the Croquet Association, including the net income from sales.
- 8.17.2 Generating ideas for increasing income from any source. ensuring they are considered by other committees and, when agreed, are implemented.
- 8.17.3 Maintaining the goodwill of members and affiliates: individuals, clubs and federations.
- 8.17.4 Publicizing the Croquet Association and its activities to members and to others in all relevant media.
- 8.17.5 Public Relations.
- 8.17.6 The preparation and maintenance of the Association's 'house style' and public image.
- 8.17.7 Advertisement revenue from Association publications and sponsorship revenue.
- 8.17.8 Liaison with any Committee when the image of the Croquet Association may be affected by its activities.
- 8.17.9 Matters relating to recruitment of members of the CA, both clubs and individuals, in conjunction with the Development Committee.
- 8.17.10 Oversight of the CA Commercial Events, their managers and contracts.
- 8.18 The **Publishing Principal Standing Committee** reports to the Executive Board and has the following responsibilities:
- 8.18.1 The objectives and editorial policy of all publishing media, including *The Croquet Gazette*, the CA website and social media.
- 8.18.2 Liaison with the Marketing Committee regarding publishing matters relating to advertisements and sponsorship.

- 8.18.3 Terms of reference for, and appointment of, the volunteers who help publish the magazine and the website.
- 8.18.4 Ensuring that the contents of publishing media accord with agreed policies.
- 8.18.5 All legal matters relating to publishing media, including copyright, libel, defamation and data protection.

Magazine

- 8.18.6 The contents of *The Croquet Gazette*.
- 8.18.7 Matters relating to schedule-keeping and printing.
- 8.18.8 Liaison with the Manager who has responsibility for distribution.
- 8.18.9 Post-publication scrutiny of the schedule-keeping and contents of every issue. Discussion of the contents and design with CA members, and the provision of feed-back to the Editor.

Website

- 8.18.10 Provide the technical framework for the website, maintaining house style throughout the website and support to the various committees responsible for maintaining their pages.
- 8.18.11 Maintaining website content that does not clearly belong to another committee.
- 8.18.12 To support the Marketing Committee with any changes they may wish to make regarding the design, house style and promotion of the website.
- 8.18.13 Discussion of the contents and design with CA members, and the provision of feed-back to those responsible.

Other Publications

- 8.18.14 Advice to other committees and working parties about the broad, overall content of CA serial publications such as the Fixtures Calendar, Directory – and of non-serial publications published by the Association. The Publishing Committee is not responsible for detailed contents which remains with the originating body.
- 8.18.15 Advice to other committees and working parties about the function and purpose of publications and ensuring they are effective in meeting the requirements of members and others.

8.19 The **Association Croquet Selection Committee** reports to the Executive Board and has the following responsibilities:

- 8.19.1 The selection of players for Association Croquet invitation and representative events other than the MacRobertson Shield.
- 8.19.2 To recommend to Council the appointment, and proposed composition, of an ad-hoc committee to select players for a specific MacRobertson Shield competition.
- 8.19.3 The selection of players for invitation to elite and international development level Association Croquet coaching programmes.
- 8.19.4 The selection of players for any Association Croquet squad from which representative teams for England or GB may be drawn.
- 8.19.5 The selection of players for any CA Association Croquet development squad.
- 8.19.6 The periodic review of the CA Selection Policy and recommendation to Council of any changes.

8.20 The **Golf Croquet Selection Committee** reports to the Executive Board and has the following responsibilities:

- 8.20.1 The selection of players for Golf Croquet invitation and representative events other than the Openshaw Shield.
 - 8.20.2 To recommend to Council the appointment, and proposed composition, of an ad-hoc committee to select players for a specific Openshaw Shield competition.
 - 8.20.3 The selection of players for invitation to elite and international development level Golf Croquet coaching programmes.
 - 8.20.4 The selection of players for any Golf Croquet squad from which representative teams for England or GB may be drawn.
 - 8.20.5 The selection of players for any CA Golf Croquet development squad.
 - 8.20.6 The periodic review of the CA Selection Policy and recommendation to Council of any changes.
- 8.21 **The Association Croquet Tournaments (including Trophies) Principal Standing Committee** reports to the Executive Board, normally meets at least twice annually, and has the following responsibilities:
- 8.21.1 All matters relating to CA AC tournaments and competitions and any questions relating to other AC tournaments held under the Laws and Regulations. (Questions involving amendments or interpretations of the Laws and Refereeing Regulations are the responsibility of the AC Laws Committee).
 - 8.21.2 Liaising with the GC Tournaments Committee regarding the scheduling of CA sponsored competitions to avoid clashes between Association Croquet and Golf Croquet events.
 - 8.21.3 Amendments to the Tournament Regulations in conjunction with the AC Laws and GC Rules, GC Tournaments and Handicap Committees.
 - 8.21.4 Managing the publication of, and all matters (except advertising) relating to, the annual *Fixtures Calendar* book which includes Golf Croquet events.
 - 8.21.5 Matters relating to the official list of Managers and the appointment of Managers, in conjunction with the GC Tournaments Committee.
 - 8.21.6 Liaison with clubs hosting Championships and National Events.
 - 8.21.7 Lawn and ball hire charges.
 - 8.21.8 Setting entry charges for CA AC tournaments and competitions.
 - 8.21.9 Reviewing at least annually the Register of AC tournament incidents and referring persons to a Disciplinary Panel in the event of particularly serious or multiple alleged offences within the last five years.
 - 8.21.10 Following guidelines from the Executive Board, setting the tournament levy and the preparation of the income and expenditure budget for AC tournament activities.
 - 8.21.11 All matters concerning trophies (including Golf Croquet) and in particular:
 - care of, and inscriptions on, trophies;
 - maintenance of records;
 - allocation of trophies to specific tournament events;
 - delivery of trophies to the respective venues.
 - 8.21.12 The Chairman of this Committee is responsible for communicating relevant information between the Executive Board and the Handicap Committee.
- 8.22 **The Golf Croquet Tournaments Principal Standing Committee** reports to the Executive Board, normally meets twice annually, and has the following responsibilities:

- 8.22.1 All matters relating to CA GC tournaments and competitions and any questions relating to other GC tournaments held under the Rules and Regulations. (Questions involving amendments or interpretations of the Rules and Refereeing Regulations are the responsibility of the GC Rules Committee).
- 8.22.2 Liaising with the AC Tournaments Committee regarding the scheduling of CA sponsored competitions to avoid clashes between Golf Croquet and Association Croquet events.
- 8.22.3 Liaising with the Association Croquet Tournaments Committee regarding the non-Refereeing Regulations for Tournaments.
- 8.22.4 Liaising with the Association Croquet Tournaments Committee over the inclusion of Golf Croquet Tournaments in the annual *Fixtures Calendar*.
- 8.22.5 Liaising with the Association Croquet Tournaments Committee over matters relating to the official list of Managers and the appointment of Managers.
- 8.22.6 Liaison with clubs hosting Championships and National Events.
- 8.22.7 Setting entry charges for CA GC tournaments and competitions.
- 8.22.8 Advising the Marketing Committee regarding obtaining funds from third parties for Golf Croquet events.
- 8.22.9 Reviewing at least annually the Register of tournament incidents concerning Golf Croquet and referring persons to a Disciplinary Panel in the event of particularly serious or multiple alleged offences within the last five years.
- 8.22.10 Following guidelines from the Executive Board, the preparation of the income and expenditure budget for GC tournament activities.
- 8.22.11 Liaising with the AC Tournaments Committee over trophies for GC Events.

9 Archivist

- 9.1 Council shall appoint one or more person(s) to manage the Association's archives, both physical and electronic.
- 9.2 The Archivist(s) shall report to Council through the Executive Board, either of which may invite them to its meetings if there are significant issues relating to the archives to be decided.
- 9.3 The duties of the Archivist are to:
 - 9.3.1 Maintain an inventory of the CA archives stored in the CA Office or elsewhere.
 - 9.3.2 Maintain a database of trophies. (The information to include, type of trophy, size, weight, photograph, provenance, past winners etc. The Office will continue to log the current whereabouts of trophies.)
 - 9.3.3 In conjunction with the Secretary ensure minutes of all major committees are kept.
 - 9.3.4 In conjunction with the Manager ensure that the CA's collection of gazettes is complete.
 - 9.3.5 Act as a focal point for queries on the CA's history and records.
 - 9.3.6 Ensure that the historical records as published in the CA Yearbook are kept up to date.
 - 9.3.7 Perform regular (annual) inventory checks.
 - 9.3.8 Report annually to the Executive Board at the first meeting after the AGM.

- 9.3.9 Advise on archival matters, in particular on issues relating to the acquisition, disposal, storage and exhibition of archival materials.

10 Committee and Panel Procedure

- 10.1 The procedure of Standing Committees and Panels shall, as far as practicable, follow the Standing Orders of Council, but there are a number of exceptions, viz.:
- 10.1.1 Meetings are summoned by the Chairman of the Committee, and another member of the Committee acts as secretary, except in the case of the Executive Board when the Secretary acts as committee secretary.
- 10.1.2 A committee may make its own special rules for procedure subject to the approval of the Council for the Executive Board, and the Executive Board for other Standing Committees.
- 10.2 If any Committee has met or taken some action of which the Executive Board should be aware since the last Executive Board meeting, the Committee Chairman must ensure that a written report is submitted to the next Executive Board meeting.
- 10.3 All papers required from the Executive Board must be available for circulation with the notice of the next Council Meeting.
- 10.4 In the absence of any written report from a Committee concerning its activities, the Chairman of the Executive Board may accept an oral report at the next Meeting. Council will expect written reports from the Executive Board.

11 Delegation of Powers

- 11.1 Pursuant to Clause 27 of the Constitution, the Council delegates to the World Croquet Federation (WCF) Association Croquet Laws and Golf Croquet Rules Committees, power to submit to the Council, proposals for amendments to, or revisions of, the Laws of Association Croquet and Rules of Golf Croquet respectively. Proposals for new editions will require a two-thirds majority of the WCF Council. The Council also delegates to those committees the power to issue rulings and commentary on the Laws of Association Croquet and Rules of Golf Croquet respectively without reference to the Council. The International Committee, after consulting the CA's AC Laws and GC Rules committees respectively, shall propose to the Executive Board the appointment of members of those committees to represent the Council on the WCF committees.

12 Budget and Expenditure Approval

12.1 Budget Process

- 12.1.1 The Treasurer prepares a draft budget including individual committees' bids and otherwise giving estimates for other items based on recent experience
- 12.1.2 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.
- 12.1.3 The Executive Board then vets the draft budget and revises it, if necessary. It should be active in revising the draft budget figures.
- 12.1.4 The impact of the budget on future subscription rates should be included within this review.
- 12.1.5 Council then approves the budget, if necessary making further revisions or referring parts back to the Executive Board.

12.1.6 This process applies to all budgeting, including the development fund (but see 12.2 below).

12.2 Special Budgeting considerations for the Development Committee.

12.2.1 The Development Committee budget is no longer calculated on a formulaic basis (i.e. 25% of reserves). Instead, Council decides upon a long-term guideline for overall grant aid over the next 5 to 10 years. Having set a broad guideline, Council and the Executive Board should aspire to make funds available.

12.2.2 The budget for the Development Committee should be set taking into account the guideline; the circumstances prevailing at the time; expenditure during the preceding 3 years; and the current level of reserves.

12.3 Routine Expenditure Approval

12.3.1 Payments in excess of £500 must be authorised by two people.

12.3.2 Any issues relating to remuneration of staff should be agreed by the Administration Committee. Honoraria for the Secretary, Treasurer, Gazette Editor or other people with specific roles shall be determined by Council.

12.3.3 Expenditure relating to routine commercial activities may be authorised by the Manager or Events Manager as appropriate.

12.3.4 Where the budget is defined for a particular committee, as long as an item of expenditure is within the budgeted amount for the item, then this can be approved by the Committee or its chairman, or relevant sub committee (e.g. for Junior Bursaries). No further approval is required.

12.3.5 For expenditure items covered under 12.3.4 above, if a specific item is going to cost more than expected, but the chairman remains confident that the overall level of expenditure for his committee will remain within its budget, then he should highlight this to the Treasurer, but may authorise the expenditure without further approvals necessary.

12.3.6 The Treasurer should give authorisation for any exceptional items.

12.4 Expenditure Approval for the Development Committee

12.4.1 The Development Committee has a defined process for approving grants – up to £2K may be approved by the committee, £2K to £5K requires authorisation by the Major Grants Committee, and £5K to £10K by the Executive Board.

12.4.2 In the first two cases, authorisation by these committees may only be given if overall expenditure remains within budget.

12.4.3 Grants in the range £5K to £10K should be considered as coming out of the Development Committee's budget unless the Development Committee makes a particular case to the Executive Board for them to be considered as an extension to its budget. The case should clearly state the circumstances and justification for the request.

12.5 Overspend authorization

12.5.1 Any expenditure by individual committees which falls outside of 12.3.4 or 12.3.5 above must be authorised by the Treasurer.

12.5.2 Where the level of overspend does not exceed £500, and the Treasurer does not anticipate the total level of such overspends across all committees over the year is likely to exceed £2,000, then the Treasurer may authorise the overspend on his own.

12.5.3 If the level of overspend exceeds £500 but is less than £1,000, and the total over the year remains unlikely to exceed £2,000, then the Treasurer should seek the additional authorisation of the Chairman of the Executive Board.

- 12.5.4 If the level of overspend exceeds £1,000 or the total over the year is likely to exceed £2000, then the matter should be referred to Executive Board for approval.
- 12.5.5 Where the £2000 limit has been breached, Executive Board may set a new limit within which the Treasurer may operate before needing to refer back to Executive Board again.

12.6 Contractual Authority

- 12.6.1 The Chairman and Vice Chairman of Council, the Chairman of the Executive Board, the Secretary and the Treasurer may execute contracts on behalf of the Association and may authorise other Members of the Association to do so, in furtherance of activities approved by the Council or the Executive Board.
- 12.6.2 Additionally, the CA Manager may execute contracts on behalf of the Association in furtherance of its normal commercial and administrative activities and Chairmen of Standing Committees may do so for in furtherance of routine activities of their committees
- 12.6.3 A person executing such contract shall be indemnified for any liability incurred by it, providing that the conditions stated in clause 26 of the Constitution are met.