



CROQUET NEW SOUTH WALES POLICY DUTIES OF OFFICIALS AND COMMITTEES

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Croquet NSW acknowledges the traditional owners of the lands of NSW on which we meet and enjoy croquet. We pay our respects to elders past and present and emerging

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INTRODUCTION

This document details the responsibilities and expectation that the organisation has for Croquet NSW (CNSW) Officers and members of CNSW Committees. Officers and Committees undertake tasks as delegated by the Board, and report to the Board as requested. Each category will abide by the Constitution and according to position descriptions and codes of behaviour set out in this policy.

1 ELECTED OFFICERS

The Board consists of seven (7) directors elected at the Annual General Meeting (AGM) in accordance with Part 3 of the Constitution. Members of the board are the only Elected Officers.

2 BOARD CONTACTS

The Board may appoint directors to be the liaison point for committees, coordinators, or other officers.

Their purpose being:

- a) To be kept in touch with major developments relating to the area of responsibility,
- b) To assist in the good governance of the Committee/Officer and
- c) To facilitate relevant approvals by the Board.

These directors, unless formally appointed to, are not members of the committees they are the Board Contact for. They may attend if invited but do not have voting privileges, nor should they interfere with the committee business unless specifically asked.

3 CNSW APPOINTED OFFICERS

3.1 Appointment

- a) Each officer shall be a registered player as defined in the constitution of CNSW.
- b) All officers shall be appointed by the Board following, if necessary, an expression of interest process. The Board shall publish a list of CNSW Officers on the CNSW website
- c) The term of office for a CNSW Officer shall be one year and no Officer shall hold the same office for more than five (5) consecutive terms. If no nomination or expression of interest is received for the position at the end of that period, the Board may agree to an extension.
- d) Vacancies which occur during a term are known as casual vacancies. Casual vacancies may be filled by the board following, if necessary, an expression of interest process.
- e) The partial term served for a particular casual vacancy counts as part of the term of office.

3.2 Code Of Behaviour

CNSW Officers will act in accordance with the CNSW Code of Behaviour and in their role as a CNSW Officer member are required to:

- a) Act with good faith and honesty in the best interests of the organisation.
- b) Act with reasonable care and diligence.



- c) Not disclose information or documents of a confidential nature unless agreed to by a decision of the Board.
- d) Not make any unauthorised public statements regarding the business of CNSW.
- e) Ensure information gained as a CNSW Officer is only applied to proper purposes; and
- f) Respect the confidentiality and privacy of all information that pertains to individuals.

3.3 Appointed Officers Position Descriptions

CNSW Officer Positions may include, but are not limited to the following:

3.1 Administration

3.3.1 Public Officer

The Public Officer shall perform the duties required under the CNSW Constitution, the Associations Incorporation Act and Regulations, and other legislation (for example, to do with work health and safety).

These duties include

- a) Notification to the Secretary of the Department of Fair Trading by the prescribed form and with the prescribed fee, of the following:
 - I. Their appointment twenty-eight days (Form A9).
 - II. A change of official address of the Association or Public Officer within twenty-eight days (Form A9).
 - III. A change in the Association's objectives and Constitution within 28 days (Form A6).
 - IV. A change in the membership of the Board within fourteen days (Form 7).
 - V. The Association's financial statements within one month after the Annual General Meeting (Form A12).
 - VI. Change in the Association's name within 28 days (Form A7).
 - VII. Application for an extension of time in the lodgement of the Annual Statement or the delay in holding the Annual General Meeting (Form A11) and
- b) Custody of:
 - I. The Common Seal of the Association in accordance with the Constitution, and
 - II. A copy of the CNSW Constitution and policies and any alterations, amendments, and rescissions.

3.3.2 Complaints Officer

The complaints officer shall:

- a) Receive disputes referred by the board of CNSW and attempt to resolve the dispute or otherwise refer the dispute to a Community Justice Centre,
- b) Advise CNSW Board on policy matters related to member protection and inclusion and on situations requiring financial or legal resources,
- c) Maintain records related to all disputed and subsequent actions in a secure environment,
- d) Contribute to CNSW strategic initiatives supporting safe, fair, and inclusive environment,



- e) Communicate regularly with the CNSW Board, and
- f) Report to the Board.

3.3.3 Publicity Officer

The Publicity Officer shall:

- a) Be chairman of the Publicity Committee,
- b) Publicize the game of croquet and activities of the Association throughout NSW,
- c) Liaise with possible sponsors,
- d) Prepare press releases and liaise with the media with the approval of the Executive.

3.3.4 Trophy Officer

The Trophy Officer shall:

- a) Maintain an up-to-date listing of all trophies including which player has the trophy including phone number and email address,
- b) Ensure that relevant trophies are available at the appropriate CNSW venue at least a week before the start of the event, or on the first if a day if a player with a trophy is playing in the event, so that the trophy is available at the event presentation,
- c) Arrange for trophies to be engraved by the winner(s), and the invoice forward to the CNSW Treasurer for reimbursement
- d) If appropriate, arrange for trophies to be cleaned so they retain their pristine condition, and
- e) Arrange purchase of any new or replacement trophies, as requested by the Board.

3.3.5 Returning Officer

The Returning Officer shall:

- a) With the CNSW Secretary, prepare ballot papers for annual election,
- b) Conduct postal voting as required,
- c) Together with the scrutineers, count votes as required, and
- d) Report to the Board.

3.3.6 Website Administrator

The Website Administrator shall design and maintain a website for the Association which reflects its place in the sport of Croquet, and which provides members with details of tournaments, coaching, handicaps, and other such information as thought necessary. The administrator is to consult with the Secretary as to appropriate information to be provided

3.3.7 Assistant Treasurer

The Board may appoint an Assistant Treasurer, who shall:

- a) Assist the Treasurer by performing such duties as directed by the Treasurer.
- b) Maintain an inventory of all equipment, and other property held by the Association.
- c) In the absence of the Treasurer, act in his stead.

3.3.8 Honorary Auditor

The Honorary Auditor (who need not be a member of the Association, but must be a qualified accountant) shall, upon request of the Association:



- a) duly audit the Association's books and sign the Financial Report, and
- b) sign the Certificate of Expenditure from the Department of Sport, Recreation, and Racing.

If an honorary Auditor is unavailable, the Board of Croquet NSW may appoint an Auditor who shall receive appropriate remuneration

3.3.9 Honorary Solicitor

The Honorary Solicitor (who need not be a member of the Association) shall upon request, assist the Association on legal matters, but if an honorary Solicitor is unavailable, the Board may appoint a Solicitor who shall receive appropriate remuneration.

4 Refereeing And Handicapping

4.1 State Directors of Refereeing

CNSW shall appoint appropriately qualified persons to the positions of:

- a) State Director of Refereeing Association Croquet (SDR AC),
- b) State Director of Refereeing Golf Croquet (SDR GC), and
- c) State Director of Refereeing Ricochet (SDR RC).

Each of the State Directors of Refereeing shall, in their respective areas:

- a) Be a qualified referee,
- b) Recommend to the Board appointment of persons to conduct examinations of members wishing to qualify as referees - such persons to be known as State Examining Referees AC or State Examining Referee GC.
- c) Supervise the duties of the State Examining Referees.
- d) Keep records of referees, umpires, and examinations, including a referee and umpire register, and keep website list of referees up to date.
- e) Appoint tournament referees as required for C NSW events.
- f) Organise/conduct appropriate training and refresher courses to keep referees and umpires up to date with rules, regulations, and any other developments.
- g) Ensure there are sufficient examining referees, attention being given to the appointment of referees in urban and regional areas.
- h) Make approaches to each club without a qualified referee, with advice and assistance to interested members considering referee and umpire qualifications.
- i) Report to the Board as scheduled.

4.2 State Handicappers

CNSW shall appointed State Handicappers for AC, GC, and Ricochet, and those so appointed shall:

- a) Assist Club Handicappers in understanding the handicapping system and the ACA Handicapping Regulations,
- b) If required, liaise with Club Handicappers when they are making non-automatic handicap changes to ensure that a uniform standard applies throughout the State Association. This is particularly important when the player is playing in competitive events which may not qualify for AHS inclusion,
- c) Where operating as a Tournament Handicapper, fulfil all duties in paragraph 9, ACA Handicapping Regulations,



- d) Consider and impart to all clubs, additional supplementary advice or guidelines as are received from time to time from the ACA,
- e) Provide an interface with the National Handicapper, audit the handicap and index information on the CNSW database and provides statistical information for the CNSW website, Newsletter and Annual Report,
- f) Report to the Board of Croquet NSW and the Tournament Committee as required.

5 STATE CO-ORDINATORS

5.1 State Coaching Coordinator

The role of the State Coaching Coordinator is to:

- a) Coordinates the training, accreditation, and reaccreditation of coaches within NSW for all croquet codes.
- b) They maintain and approve the list of accredited coaches within NSW.
- c) They Coordinate the availability of coaching resources - accreditation requirements; coaching manuals; badges etc
- d) They liaise with Croquet Australia (including the Croquet Academy) to ensure appropriate representation regarding coaching matters for Croquet NSW.

5.2 State Gateball Co-ordinator

The role of the State Gateball Co-ordinator is to:

- a) Grow the game
 - i. Respond to requests or pro-actively approach clubs to demonstrate the game.
 - ii. Provide an ongoing mentoring role.
- b) Co-ordinate Coaching
 - i. Encourage and facilitate players to undertake Coaching accreditation.
 - ii. Provide activities and drills to clubs to encourage an improvement of skill levels.
 - iii. Liaise with the State Coaching Co-ordinator regarding Gateball coach accreditation.
- c) Undertake Publicity
 - i. Write articles on gateball for inclusion in CNSW newsletter.
 - ii. Publicise gateball through media releases for events.
 - iii. Post reports on the CNSW and Gateball Australia websites.
- d) Maintain and update contacts through NSWgateball@gmail.com
- e) Oversee rules and refereeing
 - i. Contribute to The National Rules Committee for Gateball.
 - ii. Keep all players up to date on the rules.
 - iii. Encourage and facilitate players to gain referee accreditation.
 - iv. Coordinate the referee testing as per the process on gateball.com.au.
 - v. Maintain gateball accreditation process records.
- f) Organise competitions
 - i. The annual NSW State Gateball Championships: Identify a venue, tournament manager and chief referee and assist with publicity and organisation of the event



- ii. Co-ordinate dates for NSW competitions
- iii. Contact clubs to determine yearly events
- iv. Space events throughout the year to encourage maximum attendance.
- g) Maintain the collection of CNSW gateball gear and arrange for it to be loaned.
- h) Report regularly to the Board and provide an acquittal of actual expenditures.

5.3 State Ricochet Co-ordinator

The role of the State Ricochet Co-ordinator is to:

- a) Grow the game
 - i. Respond to requests or pro-actively approach clubs to demonstrate the game.
 - ii. Provide an ongoing mentoring role.
- b) Co-ordinate Coaching
 - i. Encourage and facilitate players to undertake Coaching accreditation.
 - ii. Provide activities and drills to clubs to encourage an improvement of skill levels.
 - iii. Liaise with State Coaching Co-ordinator regarding Ricochet coach accreditation.
- c) Undertake Publicity
 - i. Write articles on Ricochet for inclusion in CNSW newsletter.
 - ii. Publicise Ricochet through media releases for events.
 - iii. Post reports on the CNSW and Croquet Australia websites.
- d) Maintain and update contacts
- e) Oversee rules and refereeing
 - i. Contribute to The National Rules for Ricochet
 - ii. Keep all players up to date on the rules.
 - iii. Encourage and facilitate players to gain referee accreditation.
 - iv. Co-ordinate referee testing.
 - v. Maintain ricochet accreditation process records.
- f) Organise competitions
 - i. NSW State Ricochet Championships
 - ii. Coordinate dates for NSW competitions
 - iii. Contact clubs to determine yearly events
 - iv. Space events throughout the year to encourage maximum attendance, and
- i) Report regularly to the Board and provide an acquittal of actual expenditures.

5.4 Association Croquet Advocate

The AC Advocate would be a member of a CNSW Club, be experienced in the game of Association Croquet. Skills and accreditation in the areas of AC coaching and refereeing would be beneficial.

The goal of the AC Advocate is to

- a) To develop a plan to increase numbers of AC players,
- b) promote AC to clubs around NSW
- c) identify AC coaching needs in liaison with State Coaching co-ordinator
- d) develop resources for Clubs to use to increase the take up of AC



- e) promote and evaluate AC competition to meet player demand in liaison with Tournaments Committee
- f) advise the Board in relation to the policies, regulations and playing of AC in NSW.

5.5 CNSW Hubs Coordinator

The role of the Hubs Coordinator is to:

- a) Coordinate resources for Club Hubs to assist in providing training, coaching and other Hub activities
- b) Liaise with Club Hub contacts and with CNSW Board via the Board Hub contact to communicate and respond to and report on Club Hub activities
- c) Maintain a list of resources and events and records of Club Hub contact meetings
- d) Promote the activities of the Club Hubs in liaison with the Club Hubs and CNSW Board
- e) Prepare a Club Hubs report for the Annual Report, and as otherwise requested by the Board.

6 STATE TEAM

6.1 State Team Coach

The role of the Team Coach is to work with the Selection Committee, the State Team Squad, and then the Team Captain and State Team members to produce the strongest playing performance by the NSW team in the interstate competition. (Refer Appendix A for full description.)

6.2 State Team Captain

The role of the Team Captain is to lead, inspire, and support the NSW team to achieve the best possible results in interstate contests. (Refer Appendix A for full description.)

6.3 State Team Manager

The role of the Team Manager is to support the Team Captain, Team Coach, and players by organising, co-ordinating, and managing all the administrative and logistical arrangements during the campaign. (Refer Appendix A for full description.)

7 CNSW COMMITTEES' OPERATION AND CODE OF BEHAVIOUR

The committees of the Association are formed under the constitution. Each committee will have its own terms of reference or duty statement and will ideally comprise five (5) members (unless otherwise stated below) one of whom will be the Chair. Each committee will select its Chair.

7.1 Operation of Committees

- a) Each Committee member shall be a registered player as defined in the CNSW Constitution.
- b) Each committee will have its power, scope, and duties defined by the Board,
- c) All committee members shall be appointed by the Board.



- d) The term of office for a CNSW Committee member shall be one year, and no member shall hold the same office for more than five (5) consecutive terms. the Board may agree to an extension.
- e) Vacancies which occur during a term are known as casual vacancies. Casual vacancies may be filled by the Board. following,
- f) The partial term served for a particular casual vacancy counts as part of the term of office.
- g) Committees will elect their own Chair and a member may not be chairman of more than one (1) committee. Each committee may also elect a secretary and the secretary is to advise the Board and the Secretary of CNSW of such elections.
- h) Each committee shall:
 - i. Keep suitable records of its proceedings, such records to remain the property of CNSW.
 - ii. Be responsible for its own paperwork, of which the final copy for publication shall be given to the CNSW Secretary for distribution.
 - iii. Submit to the Board a written report to the Board within 30 days of the end of the financial year or at such other time as requested by the Board.
 - iv. Be responsible to the Board and any motion from a committee which bears on the policy or finances of CNSW must be submitted to the Board for approval.

7.2 Code of Behaviour

Committee Members will act in accordance with the CNSW Code of Behaviour and, in their role as a Committee Members, they are required to:

- a) Fully participate in the operation of the committee.
- b) Act with good faith and honesty in the best interests of the organisation and with reasonable care and diligence.
- c) Not disclose information or documents of a confidential nature unless agreed to by a decision of the board.
- d) Not make any unauthorised public statements regarding the business of CNSW.
- e) Support, adhere to, and not contradict the formal decisions of the board.
- f) Ensure information gained as a Committee Member is only applied to proper purposes; and
- g) Respect the confidentiality and privacy of all information that pertains to individuals.

8 CNSW COMMITTEES

8.1 Facilities Management

The objective of the Facilities Management Committee is to maintain all the CNSW facilities at the Tempe headquarters in good condition and suggest improvements. The Committee will consist of between 3 and 5 members, with the Chair of the Committee being appointed by the Board. Allocation of responsibilities to members of the Committee will be the responsibility of the Chair.

The Committee is responsible for:



- a) The maintenance of the outdoors areas for which CNSW is responsible, including the croquet lawns and surroundings,
- b) Maintenance of the headquarters buildings, comprising the office complex and equipment sheds,
- c) Cleaning and housekeeping of the headquarters areas,
- d) Carrying out necessary maintenance using both maintenance contractors and volunteers as appropriate,
- e) Preparing an annual budget for maintenance work and submit it to the Board (via the Treasurer) for their approval. The committee shall report actual expenditure against budget on a regular basis. Any significant unforeseen expenditure shall be referred to the Executive Committee for approval,
- f) Using appropriate commercial processes if it is necessary to engage contractors, including obtaining quotes, overseeing the work, and approving invoices,
- g) Organising working bees of volunteers where necessary and co-ordinate the work,
- h) Assessing the state of the facilities on a regular basis, and alerting the Board to any defects,
- i) Planning management strategies for Headquarters clubhouse and lawns, subject to the approval of the Board,
- j) Examining in detail any proposals for new works at Headquarters, especially with respect to feasibility and estimated cost. If possible, recommendations to the Board for adoption of proposals should include choices between different technical solutions, with costs.
- k) Ensure supplies of tournament equipment (clips, pegs, balls etc) are maintained and replenished for Tournaments.

The Committee is not responsible for liaison with external authorities such as the local Council.

8.2 Selection Committee(s)

There shall be Selection Committees for Association Croquet and Golf Croquet. Each committee shall in their respective areas

- a) Adhere to the selection criteria,
- b) Select players for the state team in their respective codes and any other teams required,
- c) Select players for invitation events,
- d) Select players for development and training squads (for development squads the committee may call for expressions of interest, seek input from clubs and have regard to criteria beyond the normal selection criteria.
- e) Inform the board of selected players and advise the players of their selection.

8.3 Tournament Committee

The committee shall:

- a) Maintain a tournament calendar of CNSW events having regard to the timing of WCF and ACA events,
- b) Assist clubs to schedule major tournaments run by affiliated clubs
- c) Finalise the calendar for the next tournament year by 1st December of each year.
- d) Appoint TM for each event



- e) Collect event entries
- f) Prepare the Draw for CNSW events
- g) Arrange hosting of nominated CNSW events
- h) Arrange event awards (badges/brooches/certificates) and in conjunction with trophies' officer have the relevant trophies at the venue by completion of event.
- i) Record event results

8.4 Social Committee

The committee shall:

- a) Consist of three members,
- b) Be responsible for the organisation of all social events for the association, including its gala days, in liaison with the executive,
- c) Compile a billeting register,
- d) Arrange billeting for members participating in tournaments, for interstate and international visitors as required.



APPENDIX A

STATE TEAM

1 COACH

1.1 Appointment

The team coach will be appointed via an 'expression of interest' process managed by the Selection Committee and approved by the Board, and at the date of submission of their EOI, a candidate for appointment must:

- a) be a registered player as defined in the constitution of CNSW.
- b) be accredited by the national coaching academy. (A transitional period may be introduced to enable this), and
- c) have a current 'Working with Children' clearance, as the Team Coach may need to work with children/juveniles.

The Team Coach must sign a Team Coach agreement, before organising any training days or any communication with the Team.

The appointment is from the day of acceptance until 1 month after conclusion of the event.

The Team Captain may undertake the Team Coach duties if no Team Coach is appointed.

1.2 Role

The role of the Team Coach an expert member (ex-officio by virtue of his/her position) of the Selection Committee and will be an equal participant in making all selections to the State Team Squad and to the State Team to produce the strongest playing performance by the NSW team in the interstate competition.

- a) In working with the State Team Squad, the Team Coach will apply his/her knowledge and skill to build player expertise and capacity.
- b) This may involve;
- c) setting individual goals, performance criteria, and
- d) a competition programme for individual players at different levels.
- e) The Team Coach will provide feedback to players on their progress and provide a debrief to players not selected to the State Team.
- f) In working with the State Team, the Team Coach will work with the Team Captain to develop a campaign plan and strategy for the coming competition.
- g) The Team Coach will use their expertise to bond the team as a unit, and work with the Team Captain to find the best fit for doubles pairings.
- h) The Team Coach will set performance goals for players for the period up to and including the interstate event. As part of this process, the Team Coach will advise, inform, assist, and support team players.

At the conclusion of the event, the Team Coach will provide individual feedback on performance to each team player and will report on the campaign to the Board (copy to Selection Committee, Team Captain, Team Manager and Team members) within 1



month after the event and recommend what might be changed and what might be retained in future campaigns.

2 TEAM CAPTAIN(S)

2.1 Appointment

The Selection Committee (including the Team Coach) selects the Team Captain and vice-captain and informs the Board. Selectors must first check the availability of the proposed Captains, to streamline the process of finalising the State Team, and

- a) Any Captain may need to work with children/juveniles, and the person appointed should therefore have a current 'Working with Children' clearance.
- b) Both the Team Captain and the Vice-Captain should sign the CNSW Team Captain's Agreement before organising any training days or any communication with the Team.

The appointment is from the day of acceptance until 1 month after conclusion of the event, and the Board will announce the Team Captain and Vice-Captain at the same time as they announce the State Team.

2.2 Role

The role of the Team Captain is to lead, inspire, and support the NSW team to achieve the best possible results in interstate contests.

To achieve this, the Team Captain will:

- a) Show a high level of commitment, model appropriate behaviour, and positively influence team members.
- b) Support the team and the individual players and make clear and timely communication a priority.
- c) Collaborate with the team coach to achieve team goals.
- d) Keep the selection committee informed of any issues arising.
- e) Encourage team members in their training, development, and competitions, whilst also holding team members accountable for their commitment, involvement, participation, and both 'on and off court' behaviour; and
- f) In conjunction with the team coach decide the playing team, and doubles pairings and playing order for each day's play. Such decisions should be announced as early as possible, so players know what has been decided, and can prepare, but some decisions will only be possible during the event.
- g) Within 1 month after the event, they will provide a final report to the board and selection committee which will include:
 - i. An analysis of the team's performance during the event.
 - ii. Any significant issues arising before and/or during the event; and
 - iii. Recommendations for future campaigns.

This report may be made public by the board, so any confidential aspect(s) should be in a separate appendix, capable of being redacted from the rest of the report.



3 MANAGER

3.1 Appointment

- a) The Team Captain appoints the Team Manager, in consultation with the Team Coach, but the decision is the responsibility of the captain.
- b) The Team Captain may conclude that a Team Manager is not required. Examples include (but are not limited to) the event being held in the home state or the Captain being a non-playing, Captain.
- c) The Team Captain should discuss their requirements with the prospective Team Manager before acceptance - those requirements need to be in writing, since they may vary from year to year, depending on circumstances, and may also change during the campaign.
- d) The Team Manager may need to work with children/juveniles and therefore should have a current 'Working with Children' clearance.
- e) The Team Manager should sign the CNSW Team Manager agreement. This should be done before organising any training days or any communication with Team members (other than with the Team Captain).
- f) The appointment is from the day of acceptance until 1 month after conclusion of the event

3.2 Role

The role of the Team Manager is to support the Team Captain, Team Coach, and players by organising, co-ordinating, and managing all the administrative and logistical arrangements during the campaign.

This includes

- a) Organising:
 - i Venues for team training and play
 - ii Team uniforms, and other equipment and resources as needed.
 - iii Campaign accommodation and transport, and
- b) Ensuring there is clear communication amongst the campaign participants.
- c) Tasks may be done by other people, but the team manager is responsible for delegating and coordinating these responsibilities.

The team manager will also keep a record of decisions leading to expenditure, a log of expenditure, relevant information to validate player reimbursement requests, and any additional information needed to acquit team operations and team funds at the conclusion of the campaign.

And the team manager will provide an acquittal of actual expenditures to the board and selection committee within 1 month of the event, which should include:

- a) A description of the duties carried out, before and during the event; and
- b) Discussion of any duties that were not required, or other duties that should be added in future campaigns.



APPENDIX B

BOARD ROLE DESCRIPTIONS

The Constitution sets out the required responsibilities of Board Directors. The following descriptions flesh out the roles of Board Directors.

1 CHAIR

1.1 Role

The role of the Chair is to provide the principle leadership and responsibility for the Board. The Chair is primarily responsible for ensuring the Board sets and meets its goals and objectives, is administered according to the CNSW Constitution, and completes all legal and compliance obligations.

1.2 Responsibilities

Primary responsibilities for the role of Chair include but are not limited to:

- To be well informed of all Board activities.
- Have a good working knowledge of the Board constitution, rules, by-laws, policies and procedures as well as the roles and responsibilities of all Board members.
- Strong understanding of the legal and compliance obligations of running the Board and ensuring that these are adhered to.
- Ensuring the Board has a clearly defined purpose, vision and set of values to guide decision-making, Board culture and behavior.
- Facilitate planning and ensure the Board has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved over the following year/season.
- Work with the Treasurer to implement strong financial controls to protect the cash and assets of the Boards.
- Ensuring the necessary policies and procedures are in place to protect the health and safety of all Board participants.
- Work with the Member Protection Information Officer to ensure all complaints and disputes are immediately investigated and responded to according to Board policies and procedures.
- Work with the Board and relevant office holders to ensure all Board documentation is regularly reviewed and in line with good governance standards and the Board strategic direction.
- Manage and chair all committee meetings and the Board annual general meeting with efficiency and effectiveness.
- Regularly liaise with committee members, managers, and coaches to ensure they fulfil their roles and responsibilities.
- Work with the Board to ensure progress against strategic priorities by regularly reviewing Board activities and operational plans.



- Assist in the development of partnerships with sponsors, funding agencies, local and state government, shared facility users and organisations that are relevant to the goals of the Board.
- Act as a signatory for the Board in all legal purposes and financial purposes.
- Serve as a spokesperson for the Board when required.

2 DEPUTY CHAIR

2.1 Role

The role of the Deputy Chair is to support the Chair in providing primary leadership and responsibility for the Board. In the absence of the Chair, the Deputy Chair will fulfill the Chair's roles.

2.2 Responsibilities

Primary responsibilities for the role of Deputy Chair include but are not limited to:

- To be well informed of all Board activities.
- Have a good working knowledge of the Board constitution, rules, by-laws, policies and procedures as well as the roles and responsibilities of all committee members.
- Strong understanding of the legal and compliance obligations of running the Board and ensuring that these are adhered to.
- To be willing to step into the role of Chair as required.
- Work with the Chair and the Board to ensure the Board has clearly defined goals and objectives and documented strategies and implementation plans on how they will be achieved over the following year/season.
- Regularly liaise with the Chair to ensure the Board is meeting its overall goals.
- Work with the Board to ensure progress against strategic priorities by regularly reviewing Board activities and operational plans.
- Serve as a spokesperson for the Board when required.

3 SECRETARY

3.1 Role

The Secretary is the chief administration officer of the club. In partnership with the Chair, the Secretary is responsible for ensuring that the Board is run in accordance with the CNSW Constitution, rules, by-laws, policies, and procedures.

3.2 Responsibilities

Primary responsibilities for the role of Secretary include but are not limited to:

- In conjunction with the Chair, convene all committee meetings and general meetings.
- Prepare and circulate meeting agenda, supporting documents and any other information or reports required for Board meetings and general meetings.
- Maintain meeting minutes, ensuring they are signed by the Chair and that actions required from meetings are fulfilled.
- Manage all general Board correspondence and act as primary point of contact for enquiries and engagement with members and stakeholders.
- Manage and maintain the Board membership database.



- Maintain a register of the latest version of all Board documentation, ensuring it remains relevant and in line with good governance standards including but not limited to the Board constitution, Board Rules, by laws, policies and procedures, terms of reference etc.
- Assist the Chair and the Board in its strategic planning and decision-making.
- With support from committee members, complete Annual Report.

4 TREASURER

4.1 Role

The role of the Treasurer is to be responsible for the financial supervision and performance of Croquet NSW. The Treasurer is required to manage the financial obligations of the association including the preparation of budgets, recording and management of accounts and preparation of reports to inform decision-making and mitigate financial risk.

4.2 Responsibilities

The primary responsibilities for the role of Treasurer include but are not limited to:

- Coordinate the preparation of the annual budget for the forthcoming year, describing potential sources of income and expenditure, and present to the Board for approval.
- Maintain up to date records of all income and expenditure over the course of the year.
- Manage the Board 's cash flow including issuing receipts, depositing all monies received in the Board's bank account and approving payments promptly.
- Prepare and distribute invoices/accounts for services rendered.
- Provide a financial report at each Board meeting to support strategic planning and decision-making.
- Submit tax returns and income tax payments for any paid employees as required.
- Manage employee payrolls if required.
- Report on financial activities to the membership at the AGM.
- Act as the signatory on the Board's bank accounts, cheque accounts, and investment and loan facilities (alongside Chair, Secretary, or other authorised Board members).
- Be fully informed about the financial position of the Board at all times.
- Prepare financial accounts for annual or more frequent auditing and provide the auditor with information as required.
- Acquit funds received from government grants and submit the necessary financial statements where requested.
- Prepare all necessary financial statements for inclusion in the annual report.
- Work with the Secretary to keep accurate record of all membership payments.

5 Board Directors

5.1 Responsibilities

Primary responsibilities for the role of Board Directors include:



- Support the Chair and other Board members in the planning, development, and implementation of strategic priorities.
- Have a good working knowledge of the CNSW constitution, rules, by-laws, policies, and procedures and ensure they are adhered to and promoted through the day-to-day administration of the club.
- Undertake tasks relevant to individual portfolios as specified by the Chair or Board.
- Assist the Chair and Secretary in their duties as required
- Attend and actively participate and contribute to Board meetings.

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