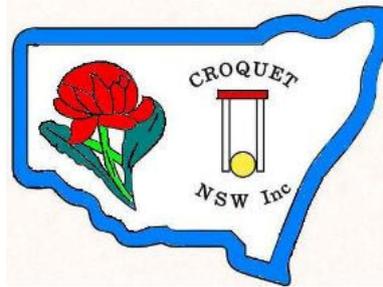


SCHEDULE 2 - Duty Statement: Board Member – 10Sep17

General	On being elected to the Board, undertake induction and training procedures as provided by the Board
Governance	Consider, debate, and vote on issues before the Board on the basis of the best interests of the organisation only
	Comply with the rules, policies, and standing orders of the organisation
Planning	Participate in the review and approval of the organisation's Strategic Plan and Business Plan, and other consequential arrangements eg Marketing Plan
Meetings	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence
	Where Board papers are circulated in advance of the Board meeting, read papers and consider issues before the meeting
	Contribute to the discussion and resolution of issues at meetings and otherwise as appropriate
Administrative & Management	If one has been formed, serve on the Executive Committee between Board meetings Serve on Board committees as required
	Review and approve the organisation's systems for financial control and risk management
	Undertake administrative duties as required
Media	Make comments to the media only as provided in the organisation's Media Policy
Promotion	Promote the organisation in the community as opportunities arise
Fundraising	Participate enthusiastically in any fundraising approved by the Board
Legal & Ethical	Avoid making any improper use of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	Avoid making any improper use of any information acquired by virtue of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	If they have any direct or indirect pecuniary interest in any contract with the organisation, inform the Board immediately and not vote in the Board on that issue
	If they have any non-pecuniary conflict of interest in any matter before the Board, or believe that the perception of such a conflict might arise, inform the Board immediately and follow the Board's rulings as to proper procedure
	At all times conduct Board business politely and with consideration for others, without ill feeling, improper bias, or personal animus



CROQUET NSW

DIRECTOR INDUCTION INFORMATION

Date	Revision History
17 August 2017	Compiled by CNSW Board

Review Dates
15 July 2018

Director Induction Information

1 Introduction

CNSW is committed to the principles of good governance in sporting organisations. CNSW seeks to achieve a Board of Directors that is balanced in its skill sets as well as in gender and geographic distribution. Elected and Appointed Directors may have differing levels of experience in governance of not for profit organisations and in the CNSW environment.

2 Purpose

The desired outcome of this information is that:

- CNSW Directors, new and continuing, have the same basic information regarding CNSW;
- CNSW Directors have an understanding of the organisational context in which CNSW operates as State Sporting Organisation;
- CNSW Directors understand the ethical responsibilities of their role;
- CNSW Directors have of a functional grasp of the technology used by the CNSW Board; and
- CNSW Directors are prepared to participate in an informed manner as soon as possible.

3 CNSW -- Organisational Context

Croquet NSW (CNSW) is a not-for-profit State Sporting Organisation (SSO) incorporated in NSW under the NSW Associations Act of 2009. CNSW reports to the NSW Office of Fair Trading in matters related to its status as an association incorporated in NSW. CNSW is recognized by Croquet Australia (ACA) as the only organisation in NSW to control croquet and to devolve affiliation to its individual members. CNSW is responsible for reporting to NSW Office of Sport against awarded grants. These are the external bodies that bind, direct, inform and guide CNSW as a SSO.

Croquet NSW (CNSW) is a not-for-profit State Sporting Organisation (SSO) incorporated in NSW under the NSW Associations Act of 2009.

This means that CNSW is

- Bound by requirements of under the NSW Associations Act of 2009 [http://www.austlii.edu.au/au/legis/nsw/consol_act/aia2009307/] and its regulations.
- Reports as required by the NSW Office of Fair Trading on annually on changes to its registration and, as necessary, any changes to its constitution [http://www.fairtrading.nsw.gov.au/ftw/Cooperatives_and_associations/About_associations/Associations_legislation.page]
- Not a business.

Director Induction Information

CNSW is recognized by Croquet Australia (ACA) as the only organisation in NSW to control croquet and to devolve affiliation to its individual members.

This means that CNSW is

- One of six state associations comprising ACA, who have voting rights at the Annual General Meeting and any Special Meetings.
- Bound by the policies, regulations and requirements for members as determined by ACA, as listed at [<https://croquet-australia.com.au/governance/constitution-regulations-and-policies>]
- Manages the rights and benefits for affiliated members in NSW, including
 - Right to compete in national and international events
 - Right to have their competitive results recognized nationally and internationally
 - Right to have their coaching and refereeing credentials recognized nationally and internationally
 - Access to support from the NSW Office of Sport grants as a state sporting organisation recognized by ACA its national sporting organisation (NSO)
 - Access to affordable insurance coverage through the ACA umbrella scheme
 - Protection under ACA policies as devolved to the State Associations.
- Provides venues for ACA Events on a rotational or bid basis as documented in the ACA Tournament Calendar as published at [<https://croquet-australia.com.au/tournaments>].
- Pays to ACA an annual affiliation and international levy fees based on the number of members (\$26.50 for each member in 2018) and annual insurance coverage costs (approximately \$3-5 per member).

CNSW is responsible for reporting to NSW Office of Sport against awarded grants for sport development and special programs.

This means that CNSW is

- Responsible for managing the expenditure of the annual sport development grant (\$15,000 in 2017) and for reporting on compliance with grant requirements, including
 - Australian Sports Commission (ASC) Governance Principles
 - Development of Directors management skills
 - Annual business plan
 - Inclusive practices and opportunities for under-represented groups
 - Athlete development
 - Events and participation strategies
 - Promotion of Play by the Rules online learning
 - Member Protection Policy compliant with ACA policy
 - Update on activities to increase the number of women in leadership roles
 - Reporting changes to constitution, management and contact details.
 - Responsible for managing expenditure and reporting on the sport development grants for state-wide programs
 - Regional rollout of ACA Level 1 Coach Training program (\$15,000 in 2017)
 - Support for hosting ACA Interstate Shield event in September 2018 (\$15,000 in 2017)
-

Director Induction Information

The CNSW Secretary, as the current Public Officer, handles many of the external reporting requirements, but ultimate responsibility for compliance rests with the CNSW Board.

4 CNSW Board -- Governance

The CNSW Board is informed and guided by the Australian Sports Commission (ASC) *Sports Governance Principles* accessible on the ASC website at

[https://www.ausport.gov.au/_data/assets/pdf_file/0020/644303/CORP_33978_Sports_Governance_Principles.pdf]

and

The *ASC Mandatory Sports Governance Principles* accessible on the ASC website at

[https://www.ausport.gov.au/_data/assets/pdf_file/0003/531165/Mandatory_Sports_Governance_Principles_FINAL.pdf].

The *CNSW Constitution* is based on the ASC Constitution template and aligns with the ACA Constitution, as required. The CNSW Constitution is accessible on the CNSW website at [<https://www.croquet-nsw.org/governance/policy/CNSW-Constitution.pdf>].

The *CNSW Strategic Plan, 2017-2019* provides direction to the CNSW Board and is available on the CNSW website at [<https://www.croquet-nsw.org/governance/policy/CNSW-Strategic-Plan.pdf>].

The *ACA/CNSW Member Policy* (version 8), available on the CNSW website at [<http://croquet-australia.com.au/governance/aca-mpp-june-2016-.pdf>] provides

- Policy statements support the creation of a safe environment for all members
- The Code of Behaviour, with additional statements for administrators, officers and player/participants
- The complaints resolution process used by CNSW.

Other CNSW policies are available on the CNSW website at [<https://www.croquet-nsw.org/governance.html>].

The *CNSW Annual Report, 2016-2017* provides a compilation of information on CNSW activities and is available on the CNSW website at [<https://www.croquet-nsw.org/governance/reports/CNSW-Annual-Report-2016-17.pdf>].

Director Induction Information

5 CNSW – Board of Directors

The CNSW Board comprises five to seven Elected Directors and up to two Appointed Directors, appointed by the Board to fill identified skills gaps on the Board. The Board must appoint a Public Officer, a Secretary and a Treasurer, who do not need to be members of the Board. The Secretary currently serves as the Public Officer.

As soon as possible after the Annual General Meeting, the Board elects its Chair. The Chair is not a president as understood in an executive committee structure. The role of the chair under the Board governance structure serves to

- Convene and run Board meetings;
- Act as the spokesperson for the Board, as and when requested by the Board;
- Participate as an equal in decision-making (i.e., has no casting vote); and
- Acknowledge their role as ‘first among equals’.

The Deputy Chair serves when the Chair is not available. In the absence of the Deputy, a Director may be deputised to serve as the Chair.

CNSW Directors must declare any Conflicts of Interest prior to an issue being discussed, as required by the *NSW Associations Act of 2009* and as stated in Section 17.2 in the *CNSW Constitution*,

...at the first opportunity, declare his or her interest in

- a) Contractual matter;*
- b) selection matter;*
- c) disciplinary matter;*
- d) financial matter; or*
- e) other matter*

CNSW Directors are bound also by the *ACA General Code of Behaviour* and by the additional *ACA Code of Behaviour for Administrators* that states

In addition to Croquet Australia’s General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by Croquet Australia, a member association or an affiliated club, and in your role as an administrator of Croquet Australia, a member association, or an affiliated club:

- 1. Resolve conflicts fairly and promptly through established procedures.*
- 2. Maintain strict impartiality.*
- 3. Be aware of your legal responsibilities.*

CNSW Directors are expected to observe confidentiality regarding Board matters and to respect the privacy of members.

Director Induction Information

6 CNSW Board – Supporting Technology

The CNSW Board uses technology to conduct a significant portion of its business. CNSW Board meetings may include one or more Directors via Skype; papers and draft policies are electronically lodged in secure Dropbox folders; and email via the CNSW accounts are the most used form of communication.

Accordingly, CNSW Directors are expected to have computing hardware capable of handling the latest versions of the required software. The basic software applications required to function as a Director are

- Skype (download free at <https://www.skype.com/en/download-skype/skype-for-computer/> -- note there are different SKYPE versions for MAC and Windows);
- Dropbox (download free at <https://www.dropbox.com/install>, but consult first with the CNSW Secretary regarding any special procedures for access to CNWS files);
- Acrobat Reader (download free at <https://get.adobe.com/reader/>);
- GoDaddy email (access at <https://sso.godaddy.com> after you have received your @croquet-nsw.org email account from the CNSW Secretary).

Ideally, a CNSW Director would have

- MS Office (in Window or Mac versions) for creation of documents and collaborative revision in WORD or EXCEL;
- Email software that supports forwarding from GoDaddy to a separate sub-account;
- FaceBook account to follow CNSW in social media.

The CNSW Secretary is the contact person for passwords and access difficulties. Other CNSW Directors may be able to assist in downloading software or other questions related to technology.

7 Additional Resources

CNSW Directors may further their knowledge of governance, ethics and good practice by consulting the following websites

- The Australian Sports Commission section on Supporting Sport (<https://www.ausport.gov.au/supporting>) with the understanding that CNSW is a State Sporting Organisation is more like a National Sporting Organisation than a Club;
- Play by the Rules online learning portal for <https://www.playbytherules.net.au/online-courses/mini-courses/introduction-to-the-integrity-of-sport>);
- Sport NSW (<https://www.sportnsw.com.au/home/>), where CNSW is a member and which offers face-to-face courses in sports governance each year.
- The Institute of Community Directors (<https://www.communitydirectors.com.au>)
- The Australian Institute of Company Directors—Not for Profit Resources (<http://aicd.companydirectors.com.au/resources/not-for-profit-resources>).

END



CROQUET NEW SOUTH WALES

STRATEGIC PLAN

1 January 2017 to 31 December, 2019

VISION	Building a vibrant successful croquet community in NSW
MISSION	<p>To operate as the peak body for croquet in NSW.</p> <p>To demonstrate best practice governance and delivery of services in supporting affiliated clubs.</p> <p>To administer and develop the sport of croquet</p> <p>To promote and improve the image of the sport for all ages and abilities</p>
OUTCOMES	<p>Provide appropriate leadership and unified direction for the sport across Australia by:</p> <ul style="list-style-type: none"> • Adopting a modern, sound, practical and effective governance structure and constitution. • Reviewing and modernising the organisation's policies and procedures <p>Improve the image and enhance the profile of the sport by:</p> <ul style="list-style-type: none"> • Developing a new brand to embrace a national, state, regional and club identity. • Achieving recognition and sponsorship. • Improving the results of Australian croquet players at nominated international events. <p>Increase participation across all forms of croquet and build capacity and capability by:</p> <ul style="list-style-type: none"> • Investigating and if validated, adopting other forms of club membership. • Developing a program to target working-age people and a program to target juniors and increase membership in these categories

STRATEGIC PRIORITIES		
1	GOVERNANCE AND MANAGEMENT	To provide leadership and direction as the state body for croquet in NSW using ASC 'best practice' governance.
2	MARKETING AND PROMOTION	To improve the image and enhance the profile of croquet.
3	FUNDING AND SPONSORSHIP	To access a greater range of sporting grants and attract sponsorship for sport development and events.
4	RECRUITMENT AND PARTICIPATION	To improve retention levels and increase the number of people participating in the sport.
5	SPORT DEVELOPMENT	To build capacity and performance within the sport through clear pathways for players, coaches and officials.

1 GOVERNANCE AND MANAGEMENT	
Strategic Priority	To provide leadership and direction as the state body for croquet in NSW using ASC 'best practice' governance.
Objective 1.1	Establish a regional structure across NSW
Method of Delivery	<ul style="list-style-type: none"> Investigate existing informal club alliances and suggest possible alliances. Establish policy for a regional governance structure.
Success Measure	<ul style="list-style-type: none"> New delegate structure is in place by the 2018 AGM
Objective 1.2	Review policies and procedures to ensure legal compliance and effective and responsible SSO management.
Method of Delivery	<ul style="list-style-type: none"> Review existing governance policies and procedures. Review existing financial policies and procedures.
Success Measure	<ul style="list-style-type: none"> CNSW policies and procedures reviewed by 31 December 2017. CNSW has a 12-month agenda plan with review dates for policies and projects established by December 2017.
Objective 1.3	Review the ability of CNSW capacity to manage organisation effectively.
Method of Delivery	<ul style="list-style-type: none"> Ensure that CNSW Officers and committees have clearly defined roles and delegated responsibilities and authorities with position descriptions and terms of references. Develop a method of feedback from officers, committees and members.
Success Measure	<ul style="list-style-type: none"> Position descriptions and terms of references developed for all positions and committees by 30 June 2017. Communication between Board, officers and members is consistent and effective as reported by stakeholders as at 31 December 2016.
Objective 1.4	Establish Complaints Management Process
Method of Delivery	<ul style="list-style-type: none"> Review the MPP Establish procedure for handling complaints and appoint a Complaints Officer
Success Measure	<ul style="list-style-type: none"> MPP Policy reviewed by end of Q1 2017 Complaints management process in place by the end of Q2 2017
Objective 1.5	Implement a volunteer management program for CNSW.
Method of Delivery	<ul style="list-style-type: none"> Ensure all volunteer positions are covered by policies and procedures. Develop strategies for support and recognition of volunteers. Encourage ownership of the sport through volunteer activities.
Success Measure	<ul style="list-style-type: none"> Volunteer management program developed by 31 December 2018. Annual survey of volunteers on the quality of their experience by 31 December 2017. Increase of 10% in volunteer recruitment and retention by 31 December 2018.

2	MARKETING AND PROMOTION
Strategic Priority	To improve the image and enhance the profile of croquet.
Objective 2.1	Upgrade communication methods.
Method of Delivery	<ul style="list-style-type: none"> • Develop a communications plan to allow effective communication between CNSW and its key internal and external stakeholders. • Integrate website and social media. • Expose the sport to radio, television, print and social media. • Review format and method of delivery of CNSW magazine
Success Measure	<ul style="list-style-type: none"> • Communications plan developed by July 2017. • CNSW website revamped by end of Q2 2017. • Review of CNSW magazine completed by 30 June 2017.
Objective 2.2	Refresh the brand and align with the ACA.
Method of Delivery	<ul style="list-style-type: none"> • Liaise with ACA about a cascading national brand. • Provide marketing material to clubs (creating signs, flyers and other advertising material).
Success Measure	<ul style="list-style-type: none"> • New logo for state teams by end 2017 • Marketing materials available by end 2018

3	FUNDING AND SPONSORSHIP
Strategic Priority	To access a greater range of sporting grants and attract sponsorship for sport development and events.
Objective 3.1	To maintain existing Sports Development Program Grant
Method of Delivery	<ul style="list-style-type: none"> • Reduced administration requirement for SDP Grant • Clubs provided with instruction and training in data entry.
Success Measure	<ul style="list-style-type: none"> • SDP Grant process has reduced administration.
Objective 3.2	To be awarded funds under the Sports Development Grant
Method of Delivery	<ul style="list-style-type: none"> • Identify programs and projects that meet the criteria • assist clubs in securing infrastructure (grants)
Success Measure	<ul style="list-style-type: none"> • CNSW is awarded at least one grant during 2017 • Increase success rate for clubs gaining grants from 30% to 50%
Objective 3.3	Retain sponsorship for state teams and gain sponsorship for state events.
Method of Delivery	<ul style="list-style-type: none"> • Communicate with existing sponsors

	<ul style="list-style-type: none"> • Profile the membership to determine possible benefits to sponsors.
Success Measure	<ul style="list-style-type: none"> • Current sponsor is maintained and sees value in the relationship. • One of the state championships is sponsored by 31 December 2018.

4	RECRUITMENT AND PARTICIPATION
Strategic Priority	To improve retention levels and increase the number and diversity of people participating in the sport.
Objective 4.1	Retain existing members and attract new members
Method of Delivery	<ul style="list-style-type: none"> • Facilitate creation of croquet clubs • Create entry and exit surveys
Success Measure	<ul style="list-style-type: none"> • Increase the number of affiliated clubs to 75 by the end of the plan • Survey process in place by end of Q1 2017 • Data available by Q3 2018
Objective 4.2	Broaden demographic through programs targeting working-age people, recent retirees, and U21 participants
Method of Delivery	<ul style="list-style-type: none"> • Provide guidelines and promotional material • Offer corporate and team building facilities • Promote more widely the U21 Championship • Create a scholarship for U21 players
Success Measure	<ul style="list-style-type: none"> • Increase in the proportion of working-age and U21 participants • Increase the number of CNSW entrants into the national U21 championship
Objective 4.3	Increase entries in regional and state events
Method of Delivery	<ul style="list-style-type: none"> • Align the tournament program to the pathways for player development • Regionalisation ???
Success Measure	<ul style="list-style-type: none"> • Regional events with acceptable numbers of entries by Q3 2018
Objective 4.4	Increase participation by under-represented groups.
Method of Delivery	<ul style="list-style-type: none"> • Promote and align with <i>ASC Play by the Rules</i> and the <i>Seven Pillars of Inclusion</i> strategies. • Develop strategies to recruit and retain people with disabilities.
Success Measure	<ul style="list-style-type: none"> • Seek to align with at least 2 SSOs that cater for under-represented groups by 31 December 2017. • Brand association with <i>Play by the Rules</i> by 31 March 2017.

5	SPORT DEVELOPMENT
Strategic Priority	To build capacity and performance within the sport through clear pathways for players, coaches and officials.
Objective 5.1	Increase the quantity and quality of players, coaches, officials at all levels.
Method of Delivery	<ul style="list-style-type: none"> • Introduce a program for player development which includes high performance (HP) management. • Implement a graduated CNSW tournament program • Implement ACA Coaching Program for Level 1 and 2 coaches • Establish a reaccreditation system for referees in AC and GC. • Develop a plan to establish mentoring programs for referees at all levels in each state.
Success Measure	<ul style="list-style-type: none"> • CNSW championship events are fully subscribed by Q4 2019 • An agreed number of Level 1 and 2 coaches in each region • Reaccreditation of referees completed by Q2 2018 • Mentoring program for referees in place by Q4 2018 • Success in winning the ISC or ISS by 2019
Objective 5.2	Facility Development
Method of Delivery	<ul style="list-style-type: none"> • Determine the best option for the CNSW HQ and playing facilities • Investigate potential for regional facilities
Success Measure	<ul style="list-style-type: none"> • Option for CNSW HQ and playing facilities finalised by Q42017 • Tempe provides adequate facilities until Q4 2019