



# 2017/18 Annual Report

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## President's Report:

The annual report serves as an opportunity to reflect on the year, to celebrate the accomplishments, and to report on plans and work in progress. It is through our collective efforts that progress is made.

Our sport has evolved. This year's accomplishments we are particularly proud of include the growth of croquet, accomplishments of players, and positive changes through the CNZ Committees, clubs and associations. We are very proud of Paddy Chapman winning the 2018 World's Association Croquet Championship. If you haven't attended a world event, it is well worth the time, particularly to see our New Zealand players in action and Paddy playing. Our membership has increased again this year as well as the number of titles won and held. New Zealand holds world titles for the following:

- World's Association Croquet Championship 2018 Winner and Quarterfinalist
- World's Golf Croquet Bronze 2018
- World's U21 Golf Croquet Championship 2017 – Gold, Silver, Bronze, Bowl & Plate
- David Openshaw Shield (World's Golf Croquet Teams Event) 2016
- Golf Croquet Trans Tasman 2016

With these results and others that you will learn about in the reports submitted, we can all celebrate the progress of achieving the goals set out in the CNZ strategic plan. It is the collaborative work of the members, clubs, associations, committees, and Executive that make a difference. Please look at the results reported by CNZ committees in conjunction with the Sport Development Officer and Executive Director.

### Goals

One of my goals since I was elected president three years ago was to reach out to associations and clubs. This past year I have been to fifteen events: Croquet Nelson's Opening Day in Nelson; National Secondary Schools GC Championships in Hamilton; Papakura's 100 year celebration; Epsom Remuera Open Day in Auckland; Pukekohoe and Howick for the NI GC Championships, Women's GC Championships in Nelson; South Island AC Championships in Nelson; U21 Nationals in Christchurch; GC Nationals in Hawke's Bay; NZ Open in Christchurch; World's AC Championship in Wellington, Plimmerton, Paraparaumu, and Waikanae; Duncan Dixon Invitation in New Plymouth; Women's Invitation in Nelson; AC Trans Tasman in Brisbane, Australia; and the Croquet Nelson AGM in Nelson. As stated last year during the AGM when asked, these visits are funded by me. I feel it is important to watch inspiring players and to connect with members about what they see is working well and what they see needs to be improved. It is through this communication that we strengthen the decisions that the Executive make. This year I would like to thank Tony and Colleen Stephens (Hawke's Bay), Owen and Janet Evans (Christchurch), and Pieter and Betty Mulver (New Plymouth) for their gracious hospitality.

Another goal that I've had is to explore ways in which CNZ can be governed more effectively. Last year I talked about changes that were inevitable in order to grow our sport. This year there has been a great start through the work of Councillor Kareen McLaren. She has challenged our ideas and through this challenge we are examining what is important for our organisation. The framework CNZ has used has worked well. Could it work better with a different framework? This will be one of the questions that the Council will discuss. It isn't a question that is expected to be answered at the AGM. There will be time to discuss the items that the Executive is considering changing. These changes will eventually result in changes to the Constitution. Collectively we will decide if the Constitution meets the needs of a growing organisation—something we have not addressed in a while. Please be sure to read the Constitution and discuss it prior to the AGM. We need your input.

The workshop planned to discuss the ideas that the Executive are considering will provide the impetus for the Executive to move forward. Currently the Executive has had an initial agreement on four areas; however, nothing has been voted on. Your input will help us set the direction and shape what we do, or don't do, in the future.

My goals for next year will be to 1) continue to progress the goals set forth in the CNZ Strategic Plan, 2) progress the framework from which the Executive and Council operate, and 3) to visit as many associations and clubs as possible.

#### Changes:

One of the changes this year was the restructuring of the CNZ Committees from six to four. The Playing Oversight Committee was created to coordinate all the areas that are involved with playing croquet: Laws, Tournament, Player Development, and AC, GC and U21 Selection Panels. All of the committees now sit under the Playing Oversight Committee that looks at what needs to be done and asks the different subcommittees to work together. It has provided better organisation and reporting so we can learn more about the playing areas.

The other Committees that have continued are Finance, Audit and Risk (FAR); Organisation Development; and, Publicity and Marketing. These committees support the sport. Under the recommended new structure that the Executive may adopt, we will look at what supports our growth. The one thing that will NOT change will be the values, ethos, importance of relationships, and our core that makes us strong and resilient. Change is often messy; it is well worth it.

The Executive and CNZ Committees use a videoconferencing system to meet. This has saved on Executive expenses. It is still important to have face-to-face meetings. Much of the business can be completed within a couple of hours instead of a six hour meeting plus traveling time and costs. The videoconferencing system has assisted some of the committees immensely with their work.

Another positive change is the growth of our youth playing croquet. The Secondary Schools GC Championship that started years ago has been grown by CNZ's Sport Development Officer Greg Bryant. These youth embody the sport naturally. They bring spirit, excitement, unbridled joy and amazing croquet playing. Well done to Greg and his programme and to all the clubs who support and coach the youth as they learn the sport. It is the combination of all of us working together.

I welcomed and would like to thank two members of the Executive that were co-opted a few months ago: Kathie Grant (Auckland) as Vice-President and George Coulter (Whakatane) as Councillor. They have been a welcomed addition to the Executive. Kathie brings a wealth of experience serving in many different roles in croquet and George brings his experience as a youth growing with croquet. Both bring solid foundations and insights. I'm delighted to see that they decided to accept nominations to continue on the Executive.

I've been impressed with the dedication that the Executive members bring. Each has recognised ways to contribute and have given whole-heartedly. A special thank you to Aaron Westerby for repairing and upgrading the CNZ database. He started working on it in 2017 and has given an enormous amount of time in rebuilding an outdated system. He still would like to tweak more areas. Aaron has also worked on the website and developed an outline of what should happen to improve it. It is now in the hands of the Executive Director. He has saved us a great deal of money through his generosity. Another special thank you is to Kareen McLaren who has written numerous papers on what she feels are needed to build an infrastructure that will sustain us. These papers have been

helpful for sorting through what we believe needs to be kept and what needs to change. Thank you Aaron and Kareen.

Committee Convenors Tom Devlin (FAR), Aaron Westerby (Playing Oversight, Player Development, and AC Selection Panel), Kareen McLaren (Organisation Development), Tom Devlin (FAR), and myself (Publicity and Marketing & Tournament) have worked diligently this past year. It is a tremendous responsibility and all have taken their responsibilities seriously. Each member of the Executive has been an invaluable contributor to the work we have accomplished. Thank you Kathie and George for being members of the committees.

Two important people in our organisation who quietly work for all of us are Greg Bryant, Sport Development Officer, and Executive Director Jake Inwood. Greg has made a significant impact on the level of playing with our youth and all of us, no matter what level we play. He is an amazing coach with boundless energy. The programmes he has run have far exceeded our expectations.

Jake Inwood has worked hard to clean up a lot of loose ends. He is now working to move CNZ into a stronger position. It is great to see the results of the energy of these two staff. Both Jake and Greg have been incredible. Please be sure to thank them.

I would like to thank all the volunteers at each club and in each association. You are the ones who welcome the new players, teach them how to play, grow croquet, and help everyone enjoy croquet. Without you the rest wouldn't happen. I appreciate all of you as ambassadors for our sport. You do make a positive difference.

Warm regards,  
Annie

D. Annie Henry

## Executive Director Report

June 2018 was the completion of my first year in the job having joined in July 2017. Croquet in New Zealand is entering an exciting time with such a tight-knit community working together to grow and develop the sport.

This is evidenced by the outcomes that Croquet New Zealand has been able to achieve with the support of the Executive, staff, committees and the countless volunteers around the country that help run this fantastic sport.

As June 2018 also coincided with the completion of the second year of our 2016-20 Strategic Plan, I have summarised below the incredible progress Croquet New Zealand made during 2017-18 consistent with the four pillars in our Strategic Plan.

### **Increase Participation Nationwide**

Croquet New Zealand's overall membership increased by 6% in 2017/18. This is extremely positive and shows that the sport is moving in the right direction. The increased membership also included an increase in U18 members by 58%. This is testament to the excellent work being carried out around the Secondary Schools Golf Croquet Championship and the Youth Squads. Levy accuracy is currently subject to the returns filed by the clubs and associations, CNZ has been working tirelessly to try and improve the levy return and database systems to increase accuracy as well as the data we will be able to report on.

As you will see in the tournament section, we had 563 participants in CNZ tournaments during 2017/18, up from 515 (9%) from 2016/17. This is attributed to a change in tournaments offered.

Greg Bryant continues to increase the number of qualified coaches around New Zealand, with several new coaches in 2017/18. This outstanding work will provide members with more quality coaching to help improve their skills and hopefully enjoyment of the game.

Croquet New Zealand will continue to develop mechanisms to accurately collect data pertaining to specific Strategic Plan outcomes to measure our progress.

### **Excel in Croquet**

New Zealand's performances in international competitions during 2017/18 provided mixed results.

Paddy Chapman became only the second New Zealander (after Joe Hogan who won the inaugural event in 1989) to win the Association Croquet World Championships when he defeated Reg Bamford of South Africa in a thrilling best-of-five match final that went down to the wire at the Kelburn Croquet Club in Wellington. As part of this event, CNZ had the goal of 75% of New Zealand players improving their initial seeding. Having 26 of the 80 participants makes this an extremely difficult goal, with roughly 57% of New Zealand players improving their initial seeding. Due to concerns of the achievability of this outcome, the Executive took the mature approach to amend the Strategic Goal to "average one medal per WCF World Championship".

Unfortunately, New Zealand didn't enjoy the same success at the Association Croquet Trans-Tasman held in Australia in April 2018. It was a tough three test series for the team losing 0-3. There was however some superb, promising individual performance which will hopefully set the team up for future success.

### **Develop Best Governance Practices**

Changing structure, systems and processes in any scenario takes time. There needs to be a review of what is currently in place, research what is current considered best practices within the sector and the path to the desired outcome needs to be meticulously planned. Ensuring all stakeholders are adequately informed on the changes and why they are needed. Croquet New Zealand is committed to being a sector leading organisation in regards to best practice governance.

In the meantime, CNZ is developing a brochure to distribute to membership to outline who everyone is and what their roles and responsibilities are. Keep an eye on the website for this.

### **Ensure Financial Sustainability**

After a difficult 2016/17, CNZ was able to significantly improve the financial position in 2017/18. Reporting a profit of \$7,406. While this is significant variances to the budget for numerous reasons, this profit shows prudent financial management of CNZ monies to ensure its financial sustainability.

Clubs play a vital role in the development and sustainability of croquet in New Zealand and Croquet New Zealand acknowledge this. In 2017/18, CNZ enlisted the support of Sports Turf Institute to provide reports for several clubs to help re-establish their lawns and prevent them from have to disband. CNZ will be putting extra emphasis on how we can support our clubs in 2018/19.

Finally, I would like to thank the CNZ staff, committee's and Executive for their ongoing support and tremendous contributions over the past year. It is exciting to be working in a team that truly do share the same vision, more people playing better croquet more often!

## Sport Development Officer Report

Thank you to all regions, clubs and individuals that contributed and sent messages of support to the Give-A-Little fundraiser set up by CNZ to assist Anita and myself following the Fehi storm that devastated our home in February. Your assistance was significant in helping us to restore some normality and we are extremely grateful.

### SDO objectives June 2017 – June 2018

**KPI:** *Increase Under-21 club membership by 200 per cent over 5 years. (2016-2021)*

Although an actual figure cannot be presented until CNZ's reporting capability is upgraded, indications suggest that we are on track with this objective.

**KPI:** *Increase the number of participants at the regional secondary school championships by 5 per cent to June 2017.*

45 teams including wild cards applied for the NZSSSC finals this year. The maximum of 36 teams from 11 regions were accepted. Including regional qualifying events and the national event in the same calendar year has been a successful transition.

Approval from the NZSSSC to extend to year 7&8 students will commence in 2019. This will be a regional objective initially, with a view to achieving Aims Games Croquet for a year 7&8 national event in the future.

Our youth participation and pathways offerings are becoming oversubscribed. A review to extend the NZSSSC national event and youth development pathways will be undertaken this year, along with preliminary planning for development of a secondary schools Association Croquet program.

The CNZ AC Doubles mentoring program urgently requires the involvement of more Premier AC players to support ongoing development of our young AC players. Please contact me for details.

**KPI:** *Delivery of Secondary School Programmes in 4 regions*

As the number of currently non-participating regions is reducing (9 remaining) including the most difficult in terms of establishment, plus the unforeseen need for additional effort in *fledging* regions, this KPI is becoming unachievable with current resources. Two new regions were represented at the NZSSSC finals this year and I'm anticipating an additional three will attain sanctioned regional competitions in 2019-20.

**KPI:** *Assist clubs that are struggling by including RSTs in sport and recreational activities.*

The interaction between clubs and external stakeholders is growing and it is pleasing to see evidence of the increasing awareness and support of croquet among RST's, regional councils, educational institutions and other service providers. It is important for clubs to develop and promote these relationships to meet our members needs in the future.

**KPI:** *Increase qualified coaches by five per year.*

7 qualifications from 23 participants in the Level 1 coaching program were achieved.

The increasing standards of play by 1<sup>st</sup> year entrants in our secondary school competitions and an increase of Merit Awards presented is testament to the work and skills of our regional coaches.

Thank you for your efforts.

It is unlikely that I can meet CNZ 2015-20 Strategic objective of producing the level 2 Coaches program in the term. An increasing number of qualifying coaches require supporting resources for ongoing development at level 1 and I believe it is essential that this is addressed in the first instance.

Greg Bryant  
CNZ SDO

## Playing Oversight Committee's Report

The Playing Oversight Committee is a new CNZ committee. The initial motivation for its creation was to allow us to be able to offer convenorships to some specialist committees, such as Laws, to non-Executive members while keeping with the requirements of CNZ's Constitution. That is, former committees such as Tournaments, Laws & Player Development have become sub-committees of the Playing Oversight Committee. Having this option allows us to better match available expertise with roles and allows us to more effectively deliver the important work these committees undertake. A further objective of this structure was to achieve better direction of and coordination between our committees that deal with play related matters. We believe that this structure has confirmed its value in this regard.

Aaron Westerby was appointed Convenor and was joined by Annie Henry and Greg Bryant (in his capacity as a player). Initial work centred around agreeing the appropriate sub-committee structure and the committee's terms of reference. The committee's terms of reference has subsequently been refined throughout the course of the season.

While a wide range of strategic plan outcomes fall within the scope of this 'super' committee, reporting against these outcomes will be left to each individual sub-committee to avoid duplication.

Here is a summary of matters that were handled by this committee this season:

- Work on agreeing with Laws the replacement text for Yearbook Tournament Regulations Appendix 7 (CNZ Criteria to achieve ranking status of events). The contents of this Appendix was updated to reflect the current basis by which events get included into the AC and GC World Rankings lists.
- Several handicapping related matters including: how to best handle players that regularly 'forget' their cards, removal of the lower handicap bound for AC, a CNZ policy on inclusion of international game on cards and asking the TC and Laws committees to investigate the case for, and practicalities associated with, moving to a unified (global) handicapping system. We also sought and compiled feedback on a proposed remit being considered by Croquet Auckland.
- Some housekeeping work was done to our Selection Policy, our Long-term Selection Plan and the Player Code of Conduct.
- Provided support to obtain Executive funding for the series of AC and GC Laws workshops in July 2018.
- Developed alternative formats for future Trans-Tasmans for consideration by Australia.
- Confirmed our preference for wider use of croquetscores.com to better track involvement in CNZ 'participation events'.
- We also had general discussions on a plan for increasing our number of referees and umpires, and initial discussions about a specific AC sustainability strategy.

Lastly, I wish to thank Annie and Greg for all their support and bringing a positive problem-solving attitude to handling the committee's business this season.

Aaron Westerby  
Convenor, Playing Oversight Committee

## Laws Committee Report

The Laws Committee is no longer a Committee of the CNZ Executive, but a sub-committee of the Player Oversight Committee, which also covers the Tournaments Committee, among others.

This enables these sub-committees to be convened by people who are not members of the Executive, thereby bypassing a constitutional requirement that limited the choice of people to fill these specialist roles. With this change, Brian Boutel was able to continue to convene the Laws Committee after the 2017 AGM when he stood down from the Executive.

As usual, the convenor was asked to respond to a number of queries about the AC Laws and GC Rules. There were, however few major issues to be considered by the Committee.

The most important was the revision of the WCF GC Rules, where the Convenor, who also chairs the WCF GC Rules Committee, sought advice on a draft version of the proposed new rules.

The adoption of the new GC rules was not completed until July, so did not fall into the year being reported on, but no doubt a report will be made next year.

Preparatory work was done on the revision of the GC referee Examination, which was already out-of-date, but would become much more-so with the adoption of new GC Rules. It is expected that a new Examination will be adopted by about the start of the summer croquet season.

In preparation for the impending changes, courses were planned in various parts of the country on both AC and GC rules. Again, these took place in July, although the preparation work was carried out during the report year.

A directive from the WCF was to align the AC Laws and GC rules as far as possible in those areas where the games are not fundamentally different, and this influenced the design of the GC rules and the ongoing review of the AC laws.

It happens that, as well as Brian Boutel chairing the WCF GC Rules Committee, Graeme Roberts now chairs the WCF AC Laws Committee. Having these two groups chaired by people who not only live in the same country but are members of the same croquet club has greatly assisted the collaboration.

### Referee numbers

The number of AC Umpires has fallen significantly over the year. This appears to be the result of Umpires who were due to requalify not doing so, in some cases this may be due to death rather than a decision not to continue, but Laws Committee records do not have the information to confirm this. The decrease from 90 to 67 is concerning.

The total number of Referees and Senior Referees has dropped slightly from 40 to 37, but there have been four new SRs and a corresponding decrease in the numbers of Referees,

The number of GCRs has increased from 131 to 159, an encouraging result.

The imminent revision of the GCR Examination following the introduction of the 5th edition GC Rules may have an adverse effect on numbers if GCRs decide they cannot adapt to the change.

These statistics point to an urgent need for Associations to recruit more, and younger referees in both codes.

—Brian

## Player Development Committee's Report

In November 2017 Aaron Westerby was appointed convenor joining the committee's existing member Greg Bryant (in his capacity as SDO). In March 2018, on his co-option to the Executive, George Coulter, also joined the committee.

The focus of our work has been the creation of a draft High Performance (HP) Plan. There has been no formal HP plan in place for some time. This task is widely accepted, throughout the organisation, as having a high priority. Although some initial work existed, it was decided to take a fresh start. Significant work has been undertaken and we believe we are on track for presenting an 'interim working' version for Executive approval in August. The committee views this plan as a living document and it is envisaged that more in-depth feedback will be sort from relevant parties throughout next season to continue to refine this plan.

Work on the plan has helped us define our agenda for the coming year, as well as the identification of new opportunities to explore. One such opportunity is a possible AC Club Championships as an alternative to the existing AvBs events. To achieve better use of limited HP resources we have proposed a move from full to partial subsidisation of World Champs entry fees.

To conclude, the CNZ Strategic Plan 2016-2020 identifies 5 areas that fall within the influence of this committee:

- Increase U21 club membership by 200% over 5 years: The SDO continues to do an excellent job promoting croquet to younger people. We believe we are on target to meet this goal.
- Increase Qualified Coaches by 5 per year: 7 new coaching qualifications have been awarded this season.
- Place in top two in World Teams Events: Our next World Teams is NZ's defence of our World GC Teams title in Jan 2020. The Committee has been working with the GC Selectors and key individuals to put in place a plan for this campaign. We envisage undertaking a similar process next season for our preparation for the next MacRobertson Shield in 2021.
- Win Trans-Tasman Series: Unfortunately, we failed to win the latest AC series hosted by Australia. There are ongoing discussions with Australia regarding how this event might evolve to better support NZ's player development goals.
- 75% of players attending WCF World Championships improve their initial seeding: The calculation methodology for this metric is sensitive to assumptions and it is not robust to the realities of 'entrant behaviour' at World Championship events. Despite a relatively good overall performance by NZ players we only achieved approx. 56% for this metric at the Wellington 2018 AC Worlds. It is now recognised that it doesn't achieve its original objective of providing a reliable measure of the strength of our '2<sup>nd</sup> tier' players that act to push the performance of our elite players and the committee was asked to recommend a replacement. Analysis regarding alternatives was undertaken and the committee has recommended: *Average 1 medal per WCF World Championship.*

Finally, I wish to thank Greg, George, John Christie (Convenor of GC Selectors) and Jake Inwood for their important contributions to the work of this committee.

Aaron Westerby  
Convenor Player Development Committee

## AC Selection Committee's Report

After three years' service Chris Clarke resigned as convenor at the September 2017 and was replaced by Aaron Westerby. We again thank Chris for all the expert input he brought to this role.

Chris's final duty before signing off was overseeing NZ's selections for the 2018 AC Worlds in Wellington. All players that were given serious consideration were ultimately able to obtain a place.

In mid-November, after the Men's and Women's at Dannevirke, we confirmed our 8 player Trans-Tasman team to play Australia in April 2018. Josh Freeth secured his first NZ team cap by winning the North Island Championship at the Mount, and then putting in a solid performance at Dannevirke.

Trans Tasman Men: Greg Bryant (Captain), Aiken Hakes, Chris Shilling, Josh Freeth  
Reserve: Harps Tahurangi

Trans Tasman Women: Jenny Clarke, Nina Mayard-Husson, Alison Robinson, Pamela Fisher  
Reserve: Dallas Cooke

Early in the New Year we finalised our selections for the Women's Invitation in Nelson. While this exercise was relatively straight-forward our next selections for the main AC Invitation at the end of January proved to be a less than satisfactory experience. To an extent the challenges that occurred this year have also occurred in previous years but were exacerbated this year by poor player availability due to the AC Worlds and ACTT. 42 players were selected for the top 3 invitation, however only 15 invites were taken up. A considerable amount of volunteer and paid time went into attempting to fill these events. To improve efficiency in the selection process for all invitations, AC and GC, CNZ will adopt the successful long-standing approach used by the CA (UK). Here players signal their availability prior to selection either online or via the national office. This is a significant change and we ask associations to assist with informing relevant players of this new process. Note that we will still encourage nominations from Association handicappers for the RA Clarke Copper Tray (0 to 3) and Gold Cup (4 to 9), although players can also self-nominate.

In February Wellington hosted the AC World Championships. NZ players performed well, with 11 players making the main 32-player knock out, including two of players for the future: Felix Webby and Josh Freeth. But more significantly the new World Champion was a NZ player, Paddy Chapman! He defeated Reg Bamford from South Africa in a tight all day best-of-five final. Paddy is the first NZ winner of this title since Joe Hogan in 1989. This is a pinnacle achievement and the selectors congratulate Paddy and acknowledge his commitment to providing many of NZ's elite playing performances over more than a decade.

The season concluded at the end of April with the Trans-Tasman in Brisbane. NZ lost the series 3-0. The second test was very close, and a much closer overall result than indicated by the final series scorecard was within reach. It was very pleasing that Josh Freeth had a solid debut. However generally our men underperformed and some analysis and reflection is required on this aspect. Our women did better than expected and the NZ Team's stand out performer was Jenny Clarke, who won all her matches. The team was well managed by first-time manager Steve Wardle.

I conclude by sincerely thanking my fellow selectors, Paul Skinley, Kathie Grant and Jarrod Coutts for their support and all their diligent work to support our selections.

Aaron Westerby - Convenor of AC Selectors

## GC Selection Committee's Report

Our main task for the year was the GC Invitations. Normally, this is a straight forward exercise, but this proved to be a very trying experience. 54 players were selected for the top 3 invitations, with the Geoff Young having a full complement of players, with the others having 8 players each. It was particularly pleasing seeing the rise of youth players Eleanor Ross and Nathan Bullen winning the Duncan Dixon and Geoff Young respectively.

It is hoped that the situation surrounding the availability of players for these events is improved with the players signalling their availability via the CNZ website. Note that we will encourage nominations from Association handicappers for the Gordon Smith.

I conclude by sincerely thanking my fellow selectors, Mike Crashley, Duncan Dixon and Tony Stephens for their work and support during the year.

John Christie

Convenor GC Selection Panel

## CNZ Tournament Committee Report

The Tournament Committee became a subcommittee of the Playing Oversight Committee this season. It has worked both effectively and efficiently on several fronts to achieve the goals set by the Committee in January 2018. In addition to the goals listed below, the Tournament Committee has worked with the associations hosting the 2018 World's Association Croquet Championships and the 2019 Women's World' Golf Croquet Championships. The aim of the Tournament Committee in the work undertaken is to add value to the enjoyment of croquet. The Tournament Committee supports the CNZ Strategic Plan goals achievements and builds on what has been done.

It was quite a demanding responsibility to host the 2018 World's Association Croquet Championships that were held at five venues in the Wellington area. A special thank you is given to all the clubs and their members, officials, and managers for providing the best places for croquet to be played. A special thank you is given to Brian Boutel who was the Tournament Manager and Graeme Roberts who was the Referee of the Tournament.

The tasks identified and completed this year are as follows:

1. Terms of Reference: The scope of work, responsibilities, and goals of the Tournament Committee have been defined for the first time. Having a Terms of Reference will provide more consistency throughout the years.
2. Three Year Calendar: It has been four years since a three year calendar has been produced. Not only associations are being secured but also the club venues. These are posted on the CNZ website. Each year the calendar will be updated to maintain the 3 year schedule.
3. Tournament Manager's Manual: The manual written by Gordon Smith is being revised and updated by Graeme Roberts. The manual will be used for tournament manager training and available to all associations and clubs.
4. Hosting Policy: Last year at the AGM, the Tournament Committee was queried about the process for hosting tournaments, particularly international ones. There has not been a written hosting policy. After consultation with the Tournament Committee a draft Hosting Policy was presented by the Executive Director. The aim is to have it completed and available to clubs and associations for the new season. A companion brochure was also developed that details the benefits for clubs and associations who may wish to host a tournament.
5. Appendix 4: Appendix 4 was updated, approved and in the 2018 – 19 Yearbook.
6. Tournament Director's Role: A role description for the Tournament Director was approved by the Executive. This is the first time the role has been in writing.
7. Golf Croquet AHS Card Updated: Many players expressed their dislike for the latest version of the GC AHS card and the card has been updated. The new one will have more lines to enter games played. A separate sheet that has all information that was on the current card is provided for all players and associations.
8. Golf Croquet Index Points Exchange for Doubles Level Play: Chris Clarke submitted a proposal that was reviewed by Brian Boutel, the UK and Australian handicappers, and the Executive. The updated chart will provide a fairer point assessment than the one in the past. It will be reviewed in two years.
9. Global Handicapping for Association Croquet: New Zealand has been out of step with primarily the UK and Australia with the handicap system. The Executive approved adopting the AC Handicap system that is used in the UK and Australia. The new system will commence on 1 September 2018 when the season starts and reviewed in two years.
10. Lawns, Balls and Hoops Reimbursement: A proposal was presented by Chris Clarke regarding the reimbursement of lawns, balls and hoops to club and associations. The reimbursement

would benefit the clubs and associations an increase and improve the profit and loss of tournaments for CNZ.

11. Adverts: For the first time the Tournament Committee was responsible for the adverts for all CNZ events. Content of the adverts was reviewed and updated. They will be reviewed and improved each year.
12. Player Feedback: Player feedback has been reviewed by the Tournament Committee in the past; however, the communication loop has not been complete. This is the first year that every CNZ tournament has provided a written analysis of both quantitative and qualitative data to players and managers. The Tournament Committee reviews every feedback summary before sending it to the players and managers. Action items have been noted and the Executive Director or Tournament Committee are responsible for enacting them for 2018-19 season. The feedback is listed on the website.
13. Manager Preparation: The past season manager preparation sessions were initiated by Dallas Cooke. This year the sessions continued. As a result many potential issues were resolved during the meetings and tournaments that followed the advice discussed in the session had no problems. This is a positive change from years past. It is a time intensive activity for the Tournament Committee members, Chris Clarke and Annie Henry, who worked with the managers. Initially the Executive Director Jake Inwood and Nelson Morrow sat in on the meetings to gain a better understanding of the process. In the Tournament Committee's review, the information exchanged during the meetings was beneficial to both the manager and the Tournament Committee with one exception.
14. Trophy Presentations: The past few years trophies have been presented at the event and then sent to the CNZ National Office. The Tournament Committee agreed, with the Executive Director's support, to allow the recipients to keep the trophy until recalled the next year by the Executive Director. The badges that are presented will continue to be given.
15. Player Feedback Questionnaire Updated: During the review of the Player Feedback it was decided that the questionnaire should be updated. The updated questions will assist the Tournament Committee in obtaining data to be used to achieve the CNZ Strategic Plan.
16. Invitations: The Tournament Committee is working closely with the convenors of the AC and GC Selection Panels to support the goals of the selectors. A new process for players interested in being considered is being established.

In addition to these tasks completed over the past season, two activities are currently being developed:

1. Manager's Training Course: A weekend course for members who are interested in managing CNZ events is being organised. Once funding is secured then two courses will be offered: one of the North Island and one on the South Island.
2. Lawn Maintenance Book Update: A request for an update has been made to the Executive Director. This is a work in progress.
3. Tournament Regulations: A complete revision is underway. There have been three iterations with extensive consultation regarding recommended changes. Expected completion date is by 2019.

An enormous thank you is given to the Tournament Committee for the work that was undertaken and accomplished to provide the best tournament experience possible. As stated in the Terms of Reference, our aim is to provide the most enjoyable playing experience.

The volume of work has been tremendous. I am very appreciative of the Committee members for their input, patience, enthusiasm and perseverance to make a positive difference. All Committee members have been invaluable. I would like thank Greg Bryant (player), Chris Clarke, Jenny Clarke, Aiken Hakes, Jake Inwood (ED), and Nelson Morrow. I would like to give special recognition to Chris

Clarke who has spearheaded many of the activities. His expertise, his willingness to help whenever and wherever needed, and his time were given generously.

Respectfully submitted,

D. Annie Henry  
Convenor

# Organisational Development Report

Convenor: Kareen McLaren

## Overview

The 2017/18 focus of the Organisational Development Committee has been around the forwarding the strategy of 'Best Governance Practice'. In reviewing this strategy, there naturally has been a need to touch on the other three strategies; excel in croquet, increase nationwide participation, and particularly, ensure financial sustainability.

From the October 2017 election, the first two months involved a scan across the organisation with attention on; the Constitution, the Governance systems and documents that are in play, how 'joined-up' these are, where any gaps might exist, and how well the intersects of governance and management are operating.

This preliminary scan found that Croquet New Zealand (CNZ), shares similar challenges as those of many other smaller New Zealand sporting and not-for-profit organisations. However, one of the most important challenges as described by Sport NZ<sup>1</sup> is the requirement to shift a Board (Executive) out of the 'activity trap' (the pre-occupation with operational activity), and move into the 'think lead' realm of governing. At the governance level, it is essential to detach from the day-to-day 'input/output' management focus, and act as an independent governing body that has an 'outcomes' focus, so as to best serve the collective interests of all members and ensure stakeholder value is being returned over the short and longer terms.

Therefore, any best governance practise promotes a governance team that proactivity creates the strategic rationale and organisational risk framework for management to subsequently action. Best Governance Practice also involves active monitoring of management progress against the rationale, objectives and risk framework.

CNZ like many other smaller sporting organisations, has a limited management resource to effectively implement the strategies and relies heavily on volunteer inputs for operational requirements. At the national body level, operational activity must report via the Executive Director to achieve effective and efficient cohesion, consistency, and clarity.

The Organisational Development Year 1 – evaluation phase findings (2017/18), and Year 2 - transformation phase proposal (2018/19), are discussed in further detail in this report. The discussion presented in this AGM report is presented in a 3x3 format where risks and opportunities can be highlighted. NOTE: A 3x3 format presents the top three most pressing issues along with the three upper most challenges within each of the three core issues.

## Current Status

**The following discusses the evaluation phase findings under the lens of 'best governance practise' (BGP).**

The Croquet NZ Constitution and the 2016-2020 CNZ strategic plan, set the current organisational structure and framework. These two central documents, inform the response to the BGP core questions<sup>2</sup> as follows:

### 1. What is the organisation's fundamental purpose and how do we measure our success?

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<sup>1</sup> Sports NZ, May 2015; Governance Benchmarking Review 2014

<sup>2</sup> The Four Pillars of Governance Practise for NZ Directors, 2017; Governance Leadership Centre, Institute of Directors

ITEM	DESCRIPTION
<b>Purpose:</b> (Paraphrased from Constitution Objects)	To advocate, promote and develop the sport of Croquet in all forms throughout NZ, for the current and future benefit of all affiliated playing and officiating members and volunteers of the sport.
<b>Measure of Success:</b>	More people, playing better croquet, more often

**2. Which core values are guiding us toward fulfilling this purpose?**

GUIDING VALUES (Summarised from Strategic Plan)	
Acting with Integrity	Supporting member success
Respecting each other	Building on our rich history
Embracing a success culture	Appreciating our stakeholders

**3. What is our strategic focus and which principles will help us in creating strategic fit?**

MISSION AND OBJECTIVES			
<b>Strategic Mission:</b>	To deliver world class programmes that provide opportunities for more participants to enjoy and succeed in croquet.		
<b>The Mission is achieved via four key Strategic Objectives:</b>			
Increase Nationwide Participation	Excel in Croquet	Develop Best Governance Practice	Ensure Financial Sustainability

Across all four Strategic Objectives, CNZ appears to be making some gains and has had many successes over the past year (see other AGM reports). However, under a BGP lens, the top three issues and their key challenges are highlighted in Table 1 below and discussed in further detail in the following section;

<b>FINANCE / SYSTEMS (Governance)</b> Ensuring Fiduciary duties, incl notions of stewardship and trusteeship.	Ensuring Integrity of Financial Information (incl. Database & Financial Management Systems)
	Enabling Reporting Clarity and Timely Responsiveness
	FM Analysis (Budget vs Actual & Actual vs Budget, Financial trends within and outside of the organisation and long term fiscal survival)
<b>CONSTITUTION / STRUCTURE (Governance + Governing)</b> Compliance with Inc. Soc. 2016 amend. bill + conformance with BGP.	Board Terms / Ensuring full Exec Quota, with capability diversity
	Role & Power Clarity of Council/Executive, and Responsibilities & limitations within each of the three organisational levels, including fair and transparent democratic leadership, representation and decision-making.
	Exec Director's alignment of Job Description to Constitution
<b>CAPABILITY (Governing)</b> Ensuring an Ethical Framework incl the concept and application of legitimate power throughout the organisation.	Board capability matrix – gaps and governing capability development needs
	Number of and terms of ref. for core Governance committees
	Board Papers, reporting and quality decision-making (Action-logic & Procedural parameters that builds trusted relationships)

**Table 1: Top 3x3 Issues and Challenges**

## Risks & Opportunities

### Definition:

Risks: what can go wrong or prevent us from achieving our desired objectives?

Opportunities: what can assist us in achieving our desired objectives?

## Finance and Systems

### Finance

Risk	Opportunities
1. 52% of income is derived from member levies which are on a slight increase, while the total number of player projections between two declaration periods shows as either a slight decline or slight increase, indicating a static annual net growth.  Additionally, the 2018 Survey indicates that sports administrators and players are predominantly within the 60+ demographic bands <sup>3</sup> .	<ul style="list-style-type: none"> <li>Continue to grow detailed understanding of member needs - specifically within each of the demographic bands<sup>4</sup>, to achieve a more sustainable membership growth and participative spread.</li> <li>Invest in an easy to use and accurate member data base system, for agile and high integrity reporting.</li> <li>Deliver to member needs within available and prudent resource management.</li> </ul>

<sup>3</sup> CNZ 2018 Player Survey Report (ED) and CNZ 2013 Club Questionnaire Report (SDO)

<sup>4</sup> CNZ 2018 Player Survey Report (ED) and CNZ 2013 Club Questionnaire Report (SDO)

<p>2. ~13% Reduction in Term Reserves (\$130k in 2018 down from \$150k in 2017).</p>	<ul style="list-style-type: none"> <li>• Improve the ‘marketing wrap-around package’, and raise Organisational profile so that CNZ is viewed as a viable, investable proposition.</li> <li>• Establish National Sponsorship/Grants framework based on a differentiated market segment strategy.</li> <li>• Establish a Patrons scheme (as an arm to above NSG framework).</li> <li>• Establish independent passive income sources, based either on commercial or social enterprise methodology and sound business case rationales. Protect IP of establishes model that is working well and netting outstanding international results.</li> </ul>
<p>3. ~15% of income is derived from sponsorship and grants currently, while only ~6% of total income is derived from National and International tournaments – many of latter are loss makers.</p>	<ul style="list-style-type: none"> <li>• Establish high trust and improved internal working relationships.</li> <li>• Establish integrity based external Stakeholder partnerships.</li> <li>• Develop a robust event management process, with added value outcomes and track performance in real time data, for use in External Stakeholder reporting and agile risk mitigation procedures.</li> <li>• Implement the highly successful succession plan model used for U21s, across the rest of the business and enable success in achieving event profit targets.</li> </ul>

It is acknowledged that some members of the Executive, as may reflect the wider membership, have a differing perspective on the financial risks above. These represent the Organisational Development committee view of risk and associated opportunity.

## Systems

Risk	Opportunities
<p>2. Financial &amp; Database systems</p>	<ul style="list-style-type: none"> <li>• Continue to develop Xero and relevant cost coding to ensure improved alignment and integrity of financial Information.</li> <li>• Invest in easy to use and accurate member data base system, for agile, high integrity and real-time reporting.</li> <li>• Improve evidence-based FM analysis; <ul style="list-style-type: none"> <li>- Budget vs Actual &amp; Actual vs Budget,</li> <li>- Financial trends within and outside of the organisation, and</li> <li>- Planning for long term fiscal survival.</li> </ul> </li> </ul>
<p>3. Communications systems, incl Website</p>	<ul style="list-style-type: none"> <li>• Continue to improve website accessibility, profile and content richness.</li> <li>• Form centralised point for all communications through National Office to ensure clear and consistent messaging, collation and timely response to member &amp; stakeholder inputs/ feedbacks, and cohesion of business systems, functional outputs and measurement and reporting on outcomes.</li> </ul>

	<ul style="list-style-type: none"> <li>• Improve ‘marketing wrap-around package’, and raise Organisational profile so that CNZ is viewed as a viable, investable proposition.</li> </ul>
4. Governance systems	<ul style="list-style-type: none"> <li>• Implement a continuous improvement cycle for all Governance Frameworks; Strategic Plan, Policy Suite, IT development/security, etc. And adjust time cycles for critical milestone decision-making so that key documents are ready to be implemented within the best governance practise FYR cycles.</li> </ul>

## Constitution and Structure

### Constitution

Risk	Opportunities
<p>5. <u>Incorp Soc. Act - 2016 amendment bill</u></p> <p>MBIE and legal commentary suggest that likely time frame for enacting the Bill before Parliament is currently 2018/19.</p> <p>There will be a transition period when the bill is passed, however as the bill is unlikely to change prior to its final reading and enactment. It is widely recommended that Incorp. Societies start to evolve their constitution, policies and best practises now.</p> <p>Key features of the Bill include:</p> <ul style="list-style-type: none"> <li>* requires better processes for how societies deal with member grievances and complaints,</li> <li>* clear and robust constitutional provisions,</li> <li>* higher level of reporting transparency &amp; accountability,</li> <li>* clearer definition of national body and branches (association) relationship and transparency,</li> <li>* limitations of member liabilities through indemnification by national body,</li> </ul>	<ul style="list-style-type: none"> <li>• Review and reform the CNZ Constitution, much of which is out-of-date, and likely to be non-complying with the new proposed Act changes.</li> </ul>

<ul style="list-style-type: none"> <li>* legal capacity clarifications, Ultra vires actions &amp; deletion of legal proceedings costs,</li> <li>* minimum committee numbers mandatory &amp; committee member disqualification requirement,</li> <li>* clear duties, roles and responsibilities,</li> <li>* clear conflicts of interest process and current register,</li> <li>* New accounting standards for annual reports,</li> <li>* Registrar can apply for a Court order to enforce constitution if in the society and public's interest &amp; can seek legal redress for officer's breaches of duties,</li> <li>* Registrar can remove a society from the register on request from a society or its liquidator.</li> </ul>	
<p>2. <u>Out-dated Constitution</u></p> <p>From the 2017 AGM, c23 of the Constitution was asked to be reviewed and reported back to the 2018 AGM.</p> <p>In reviewing the terms of elected members, and considering the potential Bill impacts outlined above, the whole constitution was reviewed within the concept of 'Rules-in-practise' (written formalised instruments) and 'Rules-in-use' (the informal, adhoc practises that have become widely accepted).</p>	<ul style="list-style-type: none"> <li>• Undertake a detailed constitutional review and reform process that includes direct Club member consultation and legal/best practise expertise inputs (phase 1)</li> <li>• Note: The challenge is to consider resource constraints when developing the constitutional reform project plan so that inclusive and robust feedback can be gained from members without overburdening the organisational pinch points (Association/Club secretaries) further.</li> <li>• Enable the organisation to be complying, conforming and well positioned for growth in its Constitutional language use, legal and structural arrangements.</li> </ul>
<p>3. <u>Club-Association-Executive Level Alignment and Transparency</u></p> <p>As part of the above review, we took a small random sample of Association and Club Constitutions and reviewed the following:</p> <ul style="list-style-type: none"> <li>- Alignment to the current CNZ overarching Constitution;</li> <li>- Compliance against the Bill requirements;</li> </ul>	<ul style="list-style-type: none"> <li>• Set organisational guidance for Clubs-Associations to align with the overarching Constitutional reform and gain better transparency through the structural arrangements. (phase 2)</li> <li>• Support Clubs and Associations with undertaking their own Constitutional review processes to align with Incorp. Soc. Changes. (NB: It is likely that Charitable Trusts will also require some reform considerations).</li> </ul>

- Level of Clause cohesion, and ability for democratic representation and transparency.	
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## Structure

Risk	Opportunities
<p>1. Non-transparent and exclusive Organisational structural levels, with unclear power arrangements.</p> <p>For example:</p> <p><b>Member</b> = Association</p> <p><b>Council</b> = Supreme authority who delegates governing responsibilities to Executive who delegates management responsibilities to ED</p> <p>But who comprises the Council, how is this achieved within each Association, is there consistency in this procedure, and are all Council members aware of their obligations and accountabilities as supreme authority holders of the organisation?</p> <p>How are Clubs and individual member voices represented and heard in the current complex and opaque structural arrangement?</p>	<ul style="list-style-type: none"> <li>• Undertake a detailed constitutional review and reform process that includes direct Club member consultation and legal/best practise expertise inputs</li> <li>• Enable the organisation to be complying, conforming and well positioned for growth in its Constitutional language use, legal and structural arrangements, with clear Rules-in-Practise incl. parameters for authentic power.</li> </ul>
<p>2. Club-Association-Council-Executive Level Rationale -</p> <p>Suggested Incorp. Soc 2016 Bill Fundamental Questions:</p> <ul style="list-style-type: none"> <li>- Is there still a need for our organisation?</li> <li>- Is a membership organisation the most appropriate structure?</li> <li>- Should we merge or join another organisation(s)?</li> <li>- Should we be structured as we currently are or is there another option/s that may be better suited to taking us forward?</li> <li>- If so, what might these look like?</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a detailed constitutional review and reform process that includes direct Club member consultation and legal/best practise expertise inputs</li> <li>• Enable the organisation to be complying, conforming and well positioned for growth in its Constitutional language use, legal and structural arrangements, with clear Rules-in-Practise incl. parameters for authentic power.</li> <li>• Hold a Delegate workshop at 2018 AGM to start the conversation around the need for constitutional reform and how this might be managed?</li> </ul>
<p>3. Executive Structure limitations under constitution setting, and lack of Board (Exec) Charter and other Governance infrastructures.</p>	<ul style="list-style-type: none"> <li>• Undertake a detailed constitutional review and reform process that includes direct Club member consultation and legal/best practise expertise inputs</li> <li>• Enable the organisation to be complying, conforming and well positioned for growth in its Constitutional language use, legal</li> </ul>

<ul style="list-style-type: none"> <li>* trouble filling all Board positions</li> <li>* limited governance diversity (capability, age, gender, skills, experience, etc)</li> <li>* pre-determined Board Chair</li> <li>* too many committees undermine strategic integration</li> <li>* too many sub-committees being run by Executive instead of ED</li> <li>* ED treated as executive secretary not Organisational Management Head</li> <li>* SDO overloaded with sub-committee requirements, impacts on his ability to do role &amp; places undue pressure</li> <li>* frustrations around incorrect actions, wasted resources &amp; incorrect reporting lines</li> <li>* no one steering the ship, all in the boiler room shovelling the coal</li> </ul>	<p>and structural arrangements, with clear Rules-in-Practise incl. parameters for authentic power.</p> <ul style="list-style-type: none"> <li>• Consider widening Exec Board to include 1-2 appointed members to access key capabilities as Organisation re-positions for growth. (AGM workshop session)</li> <li>• Finalise Board Charter Document</li> <li>• Complete approval of Draft development of suite of Governance Infrastructures to enable the Executive Board to be navigating the ship safely into the future.</li> <li>• Note: The Executive agreed in principal at its August development day (still to be ratified at the time of completing this report) to move to a more streamlined format for working together (this will be overviewed in the AGM workshop session)</li> </ul>
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## Capability

**Governance** (the terms; Executive and Board, are use inter-changeably)

Risk	Opportunities
<p>1. Base-line Governance performance</p> <ul style="list-style-type: none"> <li>- not strategically focused, working in the immediate operational sphere</li> <li>- not planning 5-10-20 years ahead</li> <li>- non-compliance and non-conformance risk</li> <li>- non-clarity around member/stakeholder needs</li> <li>- reinforces inefficiencies, promotes silo's thinking/action and creates environment for elevated levels of frustration</li> </ul> <p><b>NOTE:</b> This performance risk must be considered within an understanding that the Board has been dealing with recovery from the significant business interruption, and</p>	<ul style="list-style-type: none"> <li>• Board takes a proactive role in strategic planning, questioning of assumptions and scrutinising evidence based information in the reporting framework.</li> <li>• Unrealistic strategic outcome targets and incorrect placement of strategic accountabilities, responsibilities &amp; implementation are addressed to take advantage of strategic opportunities.</li> <li>• Member and internal/external stakeholder needs are more clearly understood.</li> <li>• Complete approval of Draft development of suite of Governance Infrastructures to enable the Executive Board to be navigating the ship safely into the future.</li> <li>• Complete Board development suite by Oct 2018 – Exec induction, individual capabilities development plan, Board succession plan.</li> </ul>

<p>this risk item should not negate the good input/output gains that the Board has made to date on behalf of the members.</p>	
<p>2. Board meeting agenda focus and improved use of governance time</p>	<ul style="list-style-type: none"> <li>• Improve executive meeting structure and process by focusing on governance, rather than management issues and permitting open healthy questioning and evidence-based debate.</li> <li>• Set expectations for ED reporting against Strategic objectives and provide evidence-based measurement data and information to support sound and timely Board decision-making.</li> </ul>
<p>3. 100% member-based election requirement limits opportunities for achieving better Board Diversity (gender, age, ethnicity, skills &amp; experience in Best Governance Practise, and miss's opportunities for getting specific expertise at the Strategic table at zero cost.)</p>	<ul style="list-style-type: none"> <li>• Undertake a detailed constitutional review and reform process that includes direct Club member consultation and legal/best practise expertise inputs and enable the organisation to be complying, conforming and well positioned for growth in its Constitutional language use, legal and structural arrangements.</li> <li>• Finalise and agree Board Charter Document</li> <li>• Complete approval of Draft development of suite of Governance Infrastructures; incl. Policy suite, Board induction/development/succession plans, and so forth. (see Appendix 1)</li> </ul>

## Management

Risk	Opportunities
<p>4. Organisationally there appears to be limited understanding of Governance requirements &amp; need for separation of Gov/Mngt roles, which result in:</p> <ul style="list-style-type: none"> <li>- Unclear, ineffective, inefficient and disconnected management reporting lines and misaligned employment contracts.</li> <li>- Non-complying employment contracts, some unachievable KPIs set for ED &amp; SDO and space for interpretation and unfair, subjective measurement.</li> <li>- Poor H&amp;S conditions/possibly statutory non-conformance?</li> <li>- ED disempowered to do his job &amp; can't be held to account</li> <li>- Frustrations &amp; some lack of workplace enjoyment for staff.</li> <li>- Risk of losing skilled staff, loss of further institutional knowledge, cost of refilling positions, risk of potential PGs.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed constitutional review and reform process is effectively rolled through to staffing arrangements.</li> <li>• Staff are clear about what is required of them and are empowered to seek clarifications, proactively undertake and report on the business of Croquet.</li> <li>• Clearer and coordinated reporting of progress against strategic objectives by ED to Executive.</li> <li>• Positively develop internal stakeholder relationships with Staff, playing and volunteer members.</li> <li>• Set a 'working together, ethically-based' organisational culture, where every member and stakeholder has clarity on who CNZ is and where the organisation is heading.</li> </ul>
<p>5. Too many working sub-committees at the Governance level, that produce siloed activity.</p>	<ul style="list-style-type: none"> <li>• Detailed constitutional review and reform process is effectively rolled through to staffing arrangements.</li> </ul>

<p>These may be productive short term (and can be substantiated as being appropriate for the period of initial business recovery), but are counter-productive to organisational growth over the longer term.</p> <p>This is seen by the disconnects that are occurring between governing sub-committees and Governance team. Additionally, management staff, are over burdened by numerous sub-committee clerical demands, or disabled from practising sound management connectivity and directive business control.</p>	<ul style="list-style-type: none"> <li>• Form centralised point for all communications through National Office to ensure clear and consistent messaging and cohesion of business systems.</li> <li>• All working sub-committees report via the ED, who reports back to the two Governing Committees (FAR &amp; Croquet) in the first instance for decisions and secondly presents a consolidated report to the Executive of progress against Strategic Objectives. (AGM workshop will outline the Executive re-structure for targeting a better working together methodology)</li> </ul>
<p>3. Combined World, TT &amp; National 10-year Tournament Schedule consideration against organisational resourcing, return and risk:</p> <ul style="list-style-type: none"> <li>- scheduling extremely full</li> <li>- not linked to player/mngr availability</li> <li>- un-realised scheduling within financial planning discussions</li> <li>- highly likely to spread resources too thin</li> <li>- potential to undermine financial sustainability goal</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify core World hosting opportunities and work on securing a regular and focused planned cyclical hosting arrangement for NZ. Ensure all hosting opportunities return a profit as well as other value returns.</li> <li>• Review playing and sports admin needs and resourcing availability against playing calendar, and with focus on having all hosted events / tournaments shift to profit-making and an added-value return proposition for members and stakeholders.</li> <li>• See 3.1.1 Finance Opps.</li> </ul>

## Publicity and Marketing Committee's Report

The Publicity and Marketing Committee is in its second year. The focus of the Committee's work is largely on supporting the CNZ Strategic Plan objective: "Develop communication strategy that promotes croquet and increases participation." The priorities for 2017 – 18 and accomplishments were:

1. Publicize five major tournaments:
  - a. Greg Bryant organised the publicity for the more than full fields of players at the NZ Secondary Schools GC Championships and the NZ U21 GC Championships. There were over 3100 hits on social media per event, which is the largest to date.
  - b. The AC World's, Nationals, and NZ Open publicity was organised by Jake Inwood. Jake and the AC World's Organising Committee publicized the events in Stuff and local papers. Some of the players set up live streaming and commentary during the World's, which received a great deal of positive feedback. The Nationals were handled with local publicity by Colleen Stephens and very little was done at the NZ Open.
2. Develop an Information brochure about CNZ Executive and staff: Jake Inwood created the draft brochure that was approved by the Executive for distribution to all clubs and associations.
3. Develop streaming capabilities: The Executive approved limited purchase of streaming equipment. The ED is seeking funding for the equipment. The aim is to trial the equipment prior to using it at the 2019 Women's GC World's in Hawke's Bay. The purpose of obtaining the equipment is to provide more coverage for croquet and to use the footage for educational purposes.
4. Update the Communication Plan: Committee member Jacqui Anderson developed a draft plan that is being further refined. The aim is to have the communication plan ready for the 2018 – 2019 season.
5. Organise Leading Player Profiles: Jake Inwood obtained profiles for most AC World's players. Next season the profiles of leading GC and AC players will be archived with current photos. Leading players will be identified by the AC and GC Selection Panels.
6. Continue *Croquet Matters*: Annie Henry wrote *Croquet Matters* for more than a year. The editions focused on CNZ events. Committee member Jackie Tye took over the editorship July 2018.

Additional activities undertaken were:

1. Terms of Reference: Each CNZ Committee was asked to complete a Terms of Reference. The template was provided by Karen McLaren. This was an excellent way for the Committee to define their scope of work and objectives. The Terms of Reference was completed and is housed on the CNZ website. It identifies primary and secondary goals, committee members, meeting details, and committee members' responsibilities and scope of work. It will be reviewed and updated yearly.
2. Club and Association Publicity Officer Role Description: Initially all clubs and associations were asked identify a Publicity Officer. There were very few responses. The Committee decided that members may need to understand the role before members would be willing to volunteer for the position. The aim is to have all clubs and associations to have a publicity

officer. Jacqui Anderson drafted a role description that is being edited. The aim is to have the role description available for distribution by the 2018 – 19 season.

3. Patron for Croquet NZ: Jacqui Anderson proposed having a Patron. When going through the records, Croquet NZ had a Patron, former Governor-General Sylvia Cartwright. A Patron will be pursued at a future date.
4. Update of Member Questionnaire: Greg Bryant, with the assistance of Stephen Fordyce, are updating the questionnaire that was sent to clubs approximately 5 years ago. It is expected that the questionnaire will be sent during the 2018 – 19 season.
5. Update of the CNZ website: Information has been given to Jake Inwood with regards to updates. He is working with Aaron Westerby to make changes in the website so it will be more user friendly and active. Updating the website will be a work in progress for at least a year.

In summary, the activities selected were to promote croquet. This is the first organised effort to do so.

I would like to thank Committee members Jacqui Anderson and Jackie Tye and staff members Jake Inwood and Greg Bryant for their contributions and input. As a new committee, we are establishing our focus and scope of work. It has been more clearly defined thanks to the Committee. I would like to give a special thanks to Jake Inwood who updates CNZ website, Greg Bryant who updates the CNZ Facebook page, Jacqui Anderson for her ideas and passion, and Jackie Tye for taking on the editorship of Croquet Matters. We are finding that the Facebook is becoming an effective communication channel.

Respectfully submitted,

D. Annie Henry  
Convenor

## Finance, Audit and Risk Committee Report

Committee members – Tom Devlin – Chair, Graeme Thomas and Annie Henry [ex officio] & Jake Inwood [Executive Director].

The Croquet New Zealand strategic plan requires that it ensures financial sustainability with outcomes as follows –

Maintain resources in line with operating costs

For financial year end 2018 CNZ made a modest profit of \$7406 following careful budgeting and exercising financial prudence. The 2018/19 budget illustrates a similar profit expectation but this can be easily derailed by unexpected expenses arising.

Support club sustainability

During the financial year CNZ supported grants to x 2 clubs. This was for specialist advice for future turf management. Pleasingly both clubs have progressed from “at risk” status. In each instance the potential loss of levies was considerably greater than the CNZ lifeline.

Develop strategic partnerships

CNZ is a very small organisation with revenue circa \$300,000 and 2 employees. It is highly dependant upon levies for income and attracting an alternative income stream is necessary for future growth. One proposal for an on-going revenue stream was rejected during the year. Obtaining sponsorship is a challenge yet to be fully investigated but it seems many of our Clubs have great success with this and meet charitable organisations support criteria better than CNZ as a national body is able. Despite great progress made at school/youth level as well as being a great sport for older adults it is extremely difficult to obtain more monies from Government funded agencies. This challenge is not lost but does need re-invigorating.

Croquet New Zealand remains in a strong financial position. Without any immediate MacRobertson Shield costs our cash position is satisfactory but as is typical of a small organisation with aspirations CNZ simply cannot fund all demands upon its resources. My recommendation for the 2018/19 financial year is for greater emphasis on CNZ financial strength and future funding options.

Jake Inwood has introduced a new monthly reporting system which provides a vast amount of information to enable very close financial management. This year our audit process proceeded without significant issues and we thank Jake for his role performed well.

Many thanks also to Graeme Thomas and Annie Henry [ex officio] for their FAR committee contributions and willing inputs as required.

Tom Devlin

FAR Committee Chair.

**THE NEW ZEALAND CROQUET COUNCIL INCORPORATED**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**YEAR ENDED 30 JUNE 2018**

	NOTE	Budget	2018 \$	2017 \$
<b>REVENUE</b>				
Levies		144,000	156,874	156,874
Interest Income		12,000	5,630	5,908
SPARC Grants	7	20,000	20,000	20,000
Charitable Grants	7	52,000	14,700	29,951
Group Insurance		5,000	5,068	5,008
Equipment and Publications	4	30,000	54,793	21,904
Tournaments Income		15,000	14,125	12,182
Player contribution to World Events			14,869	2,695
Yearbook Income	5	15,000	14,108	14,564
Miscellaneous Income		1,000	2,392	3,174
<b>TOTAL REVENUE</b>		<u>294,000</u>	<u>302,558</u>	<u>265,458</u>
<b>LESS EXPENSES</b>				
ACC Levy		1,500	969	537
Administration		17,300	21,177	25,922
Audit Fees		5,000	5,700	4,600
Badges and Trophies		2,500	1,915	300
Consultancy		500	-	-
Council Expenses		31,500	24,046	31,399
Coaching			-	14,653
Depreciation	3	3,000	3,132	3,383
Amortisation of membership database			-	1,446
Executive Honoraria		3,500	1,800	2,175
Legal Fees		1,500	519	-
Lease Charges		10,740	10,740	8,640
Salaries and Reimbursements		105,066	105,994	114,031
Subscriptions and Affiliation Fees		1,500	1,391	1,354
Update/Newsletter Expenses		1,500	-	-
Equipment and Publications Expenses	4	20,000	34,885	21,400
Group Insurance Expense		5,000	4,078	3,780
Tournaments Expenses		18,000	20,847	18,239
Yearbook Cost of Sales	5	10,000	8,875	12,981
World Events Expenses		51,000	48,006	49,101
Special Projects - Level 1 Coaching manual		-	-	1,984
<b>TOTAL EXPENSES</b>		<u>289,106</u>	<u>294,074</u>	<u>315,922</u>
<b>NET SURPLUS FOR THE YEAR</b>		<u>4,894</u>	<u>8,484</u>	<u>- 50,464</u>

# **THE NEW ZEALAND CROQUET COUNCIL INCORPORATED**

## **STATEMENT OF FINANCIAL POSITION**

**AS AT 30 JUNE 2018**

	<b>NOTE</b>	<b>2018</b>	<b>2017</b>
		<b>\$</b>	<b>\$</b>
<b>EQUITY</b>			
Accumulated Funds		<u>211,167</u>	<u>202,683</u>
<b>REPRESENTED BY</b>			
<b>CURRENT ASSETS</b>			
Cash at Bank	2	217,403	210,294
Accounts Receivable		4,882	7,963
Accrued Interest		15	42
Stock: Equipment		3,529	4,863
Prepayments		1,730	338
GST receivable		<u>1,887</u>	<u>165</u>
<b>TOTAL CURRENT ASSETS</b>		<b>229,446</b>	<b>223,664</b>
<b>NON CURRENT ASSETS</b>			
Intangible Assets - Membership database		0	0
Fixed Assets (as per schedule)	3	<u>6,303</u>	<u>6,194</u>
<b>TOTAL NON CURRENT ASSETS</b>		<b>6,303</b>	<b>6,194</b>
<b>TOTAL ASSETS</b>		<b>235,749</b>	<b>229,859</b>
<b>LESS LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Company Visa		434	1,653
Accounts Payable and Accruals		<u>24,149</u>	<u>25,523</u>
<b>TOTAL CURRENT LIABILITIES</b>		<b>24,582</b>	<b>27,176</b>
<b>NET ASSETS</b>		<u><b>211,167</b></u>	<u><b>202,683</b></u>

# **THE NEW ZEALAND CROQUET COUNCIL INCORPORATED**

## **STATEMENT OF MOVEMENTS IN EQUITY**

**YEAR ENDED 30 JUNE 2018**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
OPENING EQUITY	202,683	253,147
Net surplus/(deficit) current year	8,484	-50,464
<b>CLOSING EQUITY</b>	<u>211,167</u>	<u>202,683</u>

# **THE NEW ZEALAND CROQUET COUNCIL INCORPORATED**

## **NOTES TO THE 2017 FINANCIAL STATEMENTS**

### 1) STATEMENT OF ACCOUNTING POLICIES

These financial statements are special purpose financial statements and have been presented in accordance with the Incorporated Societies Act 1908 .

#### A GENERAL ACCOUNTING POLICIES

The general accounting policies recognised as appropriate for the measurement and reporting of results and financial position under the historical cost method, are followed in the preparation of the financial statements.

#### B. PARTICULAR ACCOUNTING POLICIES

The following particular accounting policies, which significantly affect the measurement of deficit and financial position, are applied.

##### **Depreciation**

Depreciation is calculated at the maximum rates approved for taxation purposes. The rates and methods applied are as set out below:

Office equipment	20	to	60%	dv
Fixtures and fittings	9	to	20%	dv
Croquet equipment	20	to	25%	dv

##### **Amortisation**

Amortisation of intangible assets is calculated using rates so as to allocate the costs of the assets over their useful life

Database	20%	sl
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##### **Intangible Assets**

The intangible assets of the Council are stated at their amortised historic cost

##### **Fixed Assets**

Fixed Assets of the Council are stated at their depreciated historic cost.

##### **Accounts Receivable**

Accounts Receivable are stated at estimated realisable value, after due allowance for amounts which are not considered recoverable.

##### **Goods and Services Tax (GST)**

All revenue and expense transactions are recorded net of GST. Where applicable, all assets and liabilities are stated net of GST with the exception of receivables and payables which are stated inclusive of GST.

##### **Income Tax**

The Council is tax exempt under the Income Tax Act 2007 for promoting amateur game and sport.

##### **Interest Income**

Interest income is accounted for as earned.

##### **Inventories**

Inventories are valued at the lower of cost on an average cost basis, or net realisable value after due allowance for obsolescence.

##### **Differential Reporting**

As the Council is not publicly accountable and does not qualify as a large entity, it has taken advantage of all differential reporting concessions available to it.

#### C. CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

# THE NEW ZEALAND CROQUET COUNCIL INCORPORATED

## NOTES TO THE 2016 FINANCIAL STATEMENTS (Continued)

2) CASH AT BANK	2018	2017
GBP account	21	21
Paypal account	126	126
ANZ Cheque account	35	35
Kiwibank cheque account	87,218	19,519
Call accounts	3	40,592
Term Investment	130,000	150,000
	217,403	210,293

NB: Croquet New Zealand has a visa credit limit of \$20,000  
 Card 1: Executive Director (Jake Inwood) - currently \$15,000  
 Card 2: Sport Development Officer (Greg Bryant) - currently \$5,000

3) FIXED ASSETS	2018			
	Cost	Accumulated Depreciation 30 June 2017	Book Value	Current Depreciation
	\$	\$	\$	\$
Office equipment	11,709	9,187	2,522	2,187
Croquet equipment	11,449	7,667	3,782	946
	23,158	16,854	6,304	3,132

	2017			
	Cost	Accumulated Depreciation 30 June 2016	Book Value	Current Depreciation
	\$	\$	\$	\$
Office equipment	8,468	7,001	1,467	2,201
Croquet equipment	11,449	6,721	4,728	1,181
	19,917	13,722	6,195	3,382

4) EQUIPMENT AND PUBLICATIONS	2018	2017
	\$	\$
Total Income	54,793	21,904
Less Total Expenses	34,885	21,400
Gross Profit	19,908	504

5) YEAR BOOK	2018	2017
	\$	\$
Total Income	14,108	14,564
Less Total Expenses	8,875	12,981
Gross Profit/Loss	5,233	1,583

### 6) COMMITMENTS & CONTINGENCIES

The Council has a lease commitment in relation to the rent of office premises. The lease was entered into in on 1 July 2008 for three years and was renewed for three more years. The lease has now been extended for another three years from 1 July 2017. There is one right of renewal for a period of 3 years

The Council has a lease commitment in relation to a new Sharp photocopier. The lease was entered into on 23 December 2014 for four years.

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Operating lease commitment		
Payable within one year	10,740	12,872
Payable later than one year, but not later than two years	10,740	11,451
Payable more than two years		10,740
	21,480	35,063

#### Other Commitments

There were no Capital commitments (2017: nil)

There were no contingent liabilities at year end (2016:nil)

	<b>Income in Advance 2015/16</b>	<b>Funding Received</b>	<b>Income Applied</b>	<b>Funding returned</b>	<b>Income in Advance</b>
		<b>\$</b>	<b>\$</b>		<b>\$</b>
<b>7) GRANTS/FUNDING</b>					
SportNZ: Sports Development Funding	0	20,000	20,000	0	0
subtotal	0	20,000	20,000	0	0
Pelorus Trust	0	0	0	0	0
New Zealand Community Trust (Salaries)	0	13,500	13,500	0	0
Infinity Foundation (Uniforms)	0	0	0	0	0
Pub Charity (Badges		1,200	1,200	0	0
subtotal	0	14,700	14,700	0	0
TOTAL	0	34,700	34,700	0	0

## FIXED ASSET AND DEPRECIATION SCHEDULE

FOR THE YEAR ENDED 30 JUNE 2018

	Cost	OPENING	Additions	Disposals	DEPRECIATION			CLOSING
	\$	VALUE	\$	\$	RATE/BASIS	BASIS	AMOUNT	VALUE
	\$	\$	\$	\$			\$	\$
<b>OFFICE EQUIPMENT</b>								
Croquet 1 computer	1,145.67	0.00	0.00	0.00	60.00%	DV	0.00	0.00
croquet 2 computer	1,154.67	0.00	0.00	0.00	60.00%	DV	0.00	0.00
SDO Laptop	1,216.52	364.96	0.00	0.00	60.00%	DV	218.98	145.98
Trophy Cabinet	3,673.91	1,102.17	0.00	0.00	20.00%	DV	661.30	440.87
external backup (weekly)	289.00	0.00	0.00	0.00	60.00%	DV	0.00	0.00
external backup (offsite)	289.00	0.00	0.00	0.00	60.00%	DV	0.00	0.00
video camera	699.00	0.00	0.00	0.00	60.00%	DV	0.00	0.00
ED Laptop – new 2017	1,964.73	0.00	1,964.73	0.00	60.00%	DV	1,178.84	785.89
SDO Laptop – new 208	1,276.70	0.00	1,276.70	0.00	60.00%	DV	127.67	1,149.03
	<u>11,709.20</u>	<u>1,467.13</u>	<u>3,241.43</u>	<u>0.00</u>			<u>2,186.79</u>	<u>2,521.77</u>
<b>CROQUET EQUIPMENT</b>								
Atkins Hoops (purch Nov13)	10,654.00	4,727.54	0.00	0.00	20.00%	DV	945.51	3,782.03
Woods Hoop Boxes (purch feb08)	795.00	0.00	0.00	0.00	20.00%	DV	0.00	0.00
	<u>11,449.00</u>	<u>4,727.54</u>	<u>0.00</u>	<u>0.00</u>			<u>945.51</u>	<u>3,782.03</u>
<b>TOTAL FIXED ASSETS</b>	<u>23,158.20</u>	<u>8,853.91</u>	<u>3,241.43</u>	<u>0.00</u>			<u>3,132.30</u>	<u>6,303.80</u>