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1. Introduction

- 1.1 The World Croquet Federation (“WCF”), acting through its Members, has adopted the WCF Practice Book to which all Regulations and policies are subservient.
- 1.2 Day-to-day administration of the WCF is undertaken by the WCF Board of Directors (“Board”) in accordance with the WCF Practice Book, Regulations and policies.
- 1.3 These Administration Regulations control how the Board operates in undertaking its responsibilities. They apply to all members of the Board.
- 1.4 This document is in three parts:
 - 1.4.1 the high-level principles behind how the Board operates (see Regulations 2 to 4).
 - 1.4.2 Appendix 1 gives more detail of how these principles are implemented.
 - 1.4.3 Appendix 2 sets out the Terms of Reference for the principal bodies and roles: Members, Board, President, Secretary-General (“S-G”), Treasurer, WCF Event Lead and Tournament Group.

2. The Board - principles of operation

- 2.1 The decisions taken by the Board are subservient to the WCF Practice Book, Articles and other Regulations and Policies.
- 2.2 Membership of the Board and the election process are defined by the Articles and the Practice Book, Clause 114.
- 2.3 The President shall chair the Board. The S-G shall deputise in his absence.
- 2.4 The Board will normally seek consensus on all issues, but should a vote be necessary then a simple majority of the current Board membership will be required, e.g. if 8 or 9 members, a proposal attaining 5 Yes votes is carried.
- 2.5 Communications shall be mainly by electronic means – email, chat and conferencing – and formal decision-making shall be by a vote, whether at a meeting, chat or by email. The process is elaborated in Appendix 1;
- 2.6 As soon as a majority have approved or declined a proposal, the decision is taken and can be published and/or acted upon.
- 2.7 Where the opportunity arises, a face-to-face Board meeting may be held. Whether quorate or otherwise, no binding formal decisions shall be made at these meetings. Absent members shall have the opportunity to comment on the issues raised by email prior to a decision being reached.
- 2.8 Cabinet responsibility: Board members are free to express dissenting opinions in public, but should not actively campaign against Board decisions.
- 2.9 Correspondence received by the S-G will be acknowledged promptly and dealt with according to the Correspondence Policy in Appendix 1.
- 2.10 The Board will operate according to a policy of openness and transparency, according to the Statement of Intent in Appendix 1.
- 2.11 Internal discussions of the Board will be subject to the Privacy of Discussions policy in Appendix 1, while the conclusions will be openly recorded in accordance with Regulation 2.10.



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3. Appointment of Secretary-General

The S-G is appointed by the Board (see the Practice Book, Clause 114.6). The information in Appendix 2 is used to construct an Advertisement / Job Description when the post is about to fall vacant, and applications are requested from across the croquet-playing community. Once the stated end-date has passed, the candidates are considered by the Board and a decision made through the normal Board process.

4. WCF Committees and Board Groups

- 4.1 Unless otherwise stated in the Practice Book or agreed by the Board, all WCF Committees are subservient to the Board and their decisions or recommendations must be ratified by the Board before they can be acted upon and/or published as Board policy.
- 4.2 Groups may also be formed from time to time within the Board to deal with specific topics.

Appendix 1: Working Procedures

The following paragraphs are not prescriptive, but instead describe the way the Board currently operates to implement the principles above.

1. DISCUSSION AND DECISION-MAKING PROCESS

The bulk of Board work is conducted via email, using numbered topics for most significant items. The process is iterative, based on cycles of a week or so. Sometimes, several cycles of debate and comment will be required before a formal vote, and other times few cycles and rapid consensus can be achieved, obviating the need for an extra voting cycle. The following is therefore the template process:

1	An issue is raised in the form of a question, a motion, a complaint or a suggestion
2	S-G gives each topic an identifier (such as “100”, “101”...) used to identify each email on the topic
3	S-G sets out the end date for each cycle.
Step 4	Initial debate – The first week-long cycle of discussion on the topic, to formulate potential solutions.
5	S-G summarises key points and main contenders for best way forward.
Step 6	Revised proposal – A second week-long cycle is given for each person to respond with their comments on the revised proposal. If a person makes no response during this cycle and has not already told the S-G they will be unavailable for the week, then they will be taken to be content.
Step 7	Formal vote – If a clear majority support the proposal or the same option, with few comments raised, all of which can be incorporated without changing the nature of the proposal, then this will be taken as a decision of the Board “by consensus” (and the process moves straight to Step 8). However, where there remains a range of views or substantive comments that change the proposal materially, the S-G will update the proposal and circulate again for a further week, calling this time for a formal vote. If a person makes no response and has not already told the S-G they will be unavailable for the week, then they will be taken to have abstained.
Step 8	Outcome – S-G reports the decision to the Board members, or (exceptionally) may revert to Step 6 or 7 for a further cycle of debate or voting if no clear decision has been reached. Where a formal vote was taken, the actual voting will be shown in the record.

The number of iterations through Steps 5 and 6 depends on how easily agreement is reached between Board members –this process may take between 2 and 4 weeks typically.

2. MANAGING THE DISCUSSION AND DECISION PROCESS

During this process, the S-G is responsible for:

- Putting a topic on the agenda of the Board
- Setting the timetable and issuing the identifier
- Summarising the debate and potential solutions at the start of each cycle
- Arranging an email, WhatsApp and/or Conference call decision process
- Expressing the views of anyone unable to make the call or contribute to the final email round
- Once a decision is reached, ensuring it is implemented, the interested parties are advised, and
- Recording and/ or publishing the topic and solution on the WCF website, if appropriate.

When the Board has a conference call or face-to-face, meeting the S-G is responsible for taking the minutes.

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The S-G will manage the process with the prime goal of reaching decisions – irrespective of whether by email, conference call or face-to-face meeting.

Board members should advise the S-G in advance if they are going to be away from their email for periods of a week or more.

3. PRIVACY OF BOARD DISCUSSIONS

3.1 Formal records

These are always to be expressly agreed by the Board before publication.

Formal records include:

- a. approved minutes of the Board and draft minutes once agreed by the Board as correct
- b. details of Board voting on issues decided by email
- c. publications which include any internal email dialogue between Board members (i.e. they may be published, but only once the Board has verified they are reasonable and accurate, and are given in context)
- d. press releases or other formal announcements.

Formal records may include any issues of particular sensitivity, such as a disciplinary matter of an individual, or a dubious application for membership from a country - and in those cases the Board might decide to exclude the details (e.g. replace "Fred" or "CountryName" with "a player" and "a country") - or even exclude the item altogether.

3.2 Less formal communications

These may be published by the S-G or President without prior approval of the Board provided:

- **there are no details given of either Board discussions or of the voting**
- **there are no details given of who said what, who took which position or who voted for or against any proposal.**

This means simple communications such as news items or blog posts may include a statement of what has been agreed but may not go into any details of how the Board arrived at this agreement.

3.3 Records of email discussion

It is not feasible to minuted the large volume of email items on many debates; instead the **S-G may periodically report top-level conclusions either formally or informally**, whilst recording details of the voting history and maintaining an archive record of the discussion.

4. STATEMENT OF INTENT RE PUBLIC IMAGE & COMMUNICATIONS

- We make a point of being open and transparent wherever we can.
- We tell people what we're planning to do. We do it. We then tell them that we've done what we said we would.
- We listen, and are responsive.

5. CORRESPONDENCE POLICY

- 5.1 As a matter of principle, every item of correspondence to WCF should be replied to promptly, even if only to acknowledge it.

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- 5.2 Where it is from a WCF Member, the issue should be dealt with promptly (if the answer is already known) or be debated by the Board until there is a resolution, which the S-G should report back to the Member.
- 5.3 If the answer will be of wider interest, the Board should consider whether to write to all Members conveying the query and outcome, or to make a news item etc.
- 5.4 Where the correspondence is from an individual, concerns the WCF itself and a straightforward answer is possible (for example, clarification of policy, pointing out a problem with web site, etc), it should be given.
- 5.5 Where the correspondence is from an individual, concerns the WCF itself and a straightforward answer is not possible (for example, suggestions of improvement to WCF events) the S-G will circulate the item to the Board for consideration.
- 5.6 Where the correspondence is from an individual and concerns events or issues within the domain of a WCF Member, the individual should be referred to the relevant national body, and no specific opinion should be offered by the S-G (i.e. the Board does not interfere in affairs within a Member's domain).
- 5.7 Where the correspondence is from an individual and is a complaint about a WCF event, the Board should be consulted to decide whether to refer the complainant back to their national body, the event host or whether the Board should act. Complaints from an individual with no 'locus standi' (someone not directly involved in the issue) will generally not be considered.
- 5.8 Where the correspondence is from an individual and is a question of eligibility to represent a nation in international competition, when it is a matter of understanding and applying the Practice Book and Regulations, the S-G will reply referring them to the appropriate information. If there are "unusual circumstances" (Sports Regs, Appendix 1, Clause 7), the S-G will refer it to the Board for consideration.

6. CONSULTATION

Consultation with Members fits within the Member decision-making process in the Practice Book, Clause 144 and can be classified into four categories.

1. Business as Usual: the Board has discussed an issue through its normal processes, an issue which concerns implementation of an existing WCF policy. A decision is reached and implemented. Members are advised either directly by email or via the Newsletter. No specific Consultation is required, although Council is entitled to question any Board decision, or suggest alternatives, at any time.

The bulk of activities covered by the Board are in this category.

2. Recommendation for Ratification [RfR]: the Board has discussed an issue and makes a specific recommendation to Members. The recommendation, together with supporting material, is put to Members for a vote [Practice Book 144.1], (if there were a clamour of problems raised, the recommendation can be revised and taken back to RfC stage for further consideration).

Most proposals which extend or alter WCF policy will be in this category, and the Board's aim is to provide a clear recommendation to Council as often as possible.

3. Recommendation for Consideration [RfC]: the Board has discussed an issue and has a recommendation ready for Members. It might contain alternatives, or the issue might be contentious with a range of views held by Board members. The recommendation and options, together with supporting material, is put to Members for consideration [Practice Book 144.2]. If all responses during RfC favour the same option, then it can be approved immediately "by consensus" without the need to go to Member Vote.

Larger proposals, or those where there is less certainty on the best option, will be in this category.

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4. Early-stage input: the Board has discussed an issue and shaped a number of questions to ask the Membership. Perhaps this affects Members particularly, or the WCF as a whole, rather than day-to-day operation through the Board - or it may be a new area where input from Members will help the Board consider all options. Members are given supporting material and asked to submit their thoughts and inputs on the topic, ahead of the Board formulating a proposal [Practice Book 144.2].

This category of Consultation will be reserved for cases where early-stage input will help guide the Board to develop a specific proposal and recommendation for Council.

It is anticipated that the bulk of matters will be Business as Usual or RfR. Council has elected the Board from within the croquet community to manage the WCF for them on a day-to-day basis and indeed this is what they are expected to do, without consulting with Members on each and every issue. The Board will decide through its normal decision process which issues will be handled in each of the above 4 ways.



Appendix 2: The Structure of the WCF

Guiding Principles

The Guiding Principles on how the WCF is to be managed were set out in the Consultation in 2009 and have been updated as little as possible due to its incorporation as a limited company:

- the WCF is constitutionally run by its Members. As such Members are responsible for approving policies, priorities, budgets and plans.
- the WCF is in practice run by the Board implementing agreed policy, i.e. making things happen. This includes playing a significant role in proposing policy, budgets and motions for approval by Members.
- the Board needs to be able to act day-to-day with delegated authority but must consult with Members on issues where it is unable to come to a clear decision. The Board will always be accountable to Members for its actions and Council is always entitled to question and challenge any decision made by the Board.
- sub-committees and individual members of the Board (elected, *ex-officio*, or co-opted) have key roles to play and need to act with delegated authority from the Board. The Board is responsible for ensuring each such role has clearly defined terms of reference, and that these are followed. These sub-committees and individuals are accountable for their actions to the Board.

Terms of Reference for Members

1. To set and approve WCF policy.
2. To approve amendments to the Practice Book.
3. To ratify or make amendments to any Regulations or policies proposed by the Board.
4. To respond to Consultations raised by the Board.
5. To approve the budget for the coming year.
6. At the AGM to:
 - a Approve the annual reports of the Board;
 - b Approve the accounts of the previous financial year;
 - c Approve the rates of fees and subscriptions as recommended by the Board;
 - d Elect an independent examiner of the accounts; and,
 - e To elect for four-year terms the President, the Treasurer and members of the Board or to dismiss from position if necessary;
7. To approve the structure of the 10 Year Schedule of Events proposal from the Board.
8. To approve proposals for new event types that would expand the Events held.
9. To consider proposals and vote on motions.
10. To approve applications for Membership.
11. To approve revisions of Member status.
12. To approve, revise or remove any penalties imposed under Statute 156.

Terms of Reference for the President

1. To chair General Meetings.
2. To chair and direct the Board.
3. To be responsible for driving the Board to deliver WCF policy.
4. To be the outward senior face of the WCF - the figurehead at international meetings.



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Terms of Reference for the Secretary-General

1. To manage the activities of the Board according to the Practice Book and Administration Regulations.
2. To manage the Board email process for discussing and agreeing proposals and actions.
3. To assist Members by operating the email decision-making process for discussing and voting on proposals and motions, preparing and circulating proposals as necessary.
4. To communicate the activities of the Board to Members, and alert Members promptly to contentious or novel issues.
5. To manage Consultations with Members through their nominated representatives.
6. To receive ideas and proposals and ensure they are appropriately handled.
7. To communicate the activities of the WCF to Members and the wider croquet-playing public through channels such as regular Newsletters, the WCF website, etc.
8. To manage the WCF website, in person or by directing the WCF webmaster.

Terms of Reference for the Treasurer

1. To manage the finances of the WCF according to the Financial Regulations.
2. To prepare the annual budget for approval by Council.
3. To guide Members and the Board in all financial matters, and propose finance policy.
4. To maintain a record of the non-financial assets of the WCF.
5. To prepare annual independently examined accounts.
6. To manage the WCF's investments according to the approved investment policy.

Terms of Reference for the Board of Directors

The Board shall settle urgent questions and have general administrative powers to carry out the work of the WCF and manage its financial affairs on a day-to-day basis, subject to the direction of Members. The role includes condensing issues into a manageable size in order to facilitate Members considering them efficiently and in reasonable timeframes. Its terms of reference are:

1. To implement policy and actions in pursuit of the agreed direction given by Members.
2. To present to Members an annual plan for the following year including a budget.
3. To manage the operating funds according to the budget.
4. To inform Members regularly of progress, activity and issues.
5. To prepare proposals and make recommendations as part of formal Consultations to Members.
6. To distribute to relevant sub-committees the tasks they are to execute, to oversee their activity, to take decisions concerning the reports of these sub-committees, and to forward them to Members.
7. To present to Members recommendations for the admission, the striking off the rolls, or expelling of Members, as well as for any sanctions which might be imposed.
8. To monitor the Practice Book with a view to identifying possible improvements for proposal to Members.
9. To maintain and approve all WCF Regulations, subject to ratification by Members.
10. To manage a rolling 10 Year Schedule of events, to solicit bids against this plan once approved by Members, to assess bids and reach formal agreement with the host Member, and to ensure the event is organised according to Practice Book and Regulations.
11. To publish the Forward Events Calendar for the year(s) ahead.
12. To gain Member approval for any novel event types not already included in an approved 10 Year Championship Schedule, before soliciting bids.
13. To promptly alert Members should the Board consider that the sporting interests of the WCF are not adequately defended in a particular territory.
14. To appoint or dismiss the Secretary-General.

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Terms of Reference for the WCF Event Lead role

The Event Lead is a member of the Board appointed by the Board for each WCF Event. If possible, the Event Lead should be resident in the country in which the WCF Event will be held. The responsibilities of the Event Lead are set out in Regulation 4.1 of the WCF Sports Regulations.

Terms of Reference for the Tournament Group

The Tournament Group is a standing Working Group of the Board. Its membership will be reviewed after each Board election. For each WCF Event, the role of the Tournament Group is as follows.

1. All WCF Events

- 1.1 To make contact with the Tournament Manager (TM), either directly or through the Event Lead, at least one month before the start of a WCF Event. A conference call should be arranged if possible.
- 1.2 To discuss the proposed management process with the TM and ensure that it complies with the WCF Sport Regulations, including the management of any consolation events.
- 1.3 To review a draft of the Player Briefing Note, which is to be sent to all Players at least two weeks before the start of the WCF Event, at least one week before its proposed publication.
- 1.4 To provide support to the TM during the Event as needed, including the conduct of any appeals and ensuring that an Appeals Committee is properly briefed about the contents of the WCF Sports Regulations.
- 1.5 After receiving any post-Event reports and player survey feedback, to consider possible changes to the Event, Sports and Refereeing Regulations and make recommendations to the Board if necessary.

2. WCF Singles Events

- 2.1 To appoint a TG member to meet with the TM at least one day before the start of the Event if there is no Qualifying Tournament and at least two days before if there is a Qualifying Tournament.
- 2.2 To discuss the proposed arrangements for the Event and identify any potential problems and, if any, to advise and assist the TM in dealing with them.
- 2.3 For Events without a Qualifying Tournament, to review the proposed Block Stage draw after it has been generated by the TM but before it is published to ensure that the seeding process complies with WCF Sports Regulations Appendix 4.
- 2.4 For Events with a Qualifying Tournament, to monitor the generation of the Block Stage draw by the TM to ensure that that the seeding process complies with WCF Sports Regulations Appendix 4.
- 2.5 To review the arrangements made for the Plate and any other consolation events.
- 2.6 To review with the TM the proposed arrangements for the KO Stage draw at least one day before it will take place and ensure that the process will comply with WCF Sports Regulations Appendix 7.
- 2.7 To liaise with and assist the Event Host with the format and draw of any Qualifier event.

3. WCF Team Events

- 3.1 To appoint a TG member to meet with the TM at least one day before the start of the Event.
- 3.2 To discuss the proposed arrangements for the Event and identify any potential problems and, if any, to advise and assist the TM in dealing with them.

End of WCF Administration Regulations

Revisions

Version 1 21 March 2007	Original
Version 2 12 October 2009	Deletion of article relating to WCF Statute 105.9 following changes to that Statute by WCF Council vote.



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Version 3 1 April 2010	Amendment to Article 1.10 to facilitate longer discussions to take place.
Version 4 10 November 2011	Re-write to incorporate revised Board operating model and updated Practice Book.
Version 5 21 February 2022	Updating and addition of terms of reference of the Tournament Group. Clarification of Appendix 1, clause 6.
Version 6 29 March 2024	Removal of references to 'council meetings'. Appendix 2 - add support for qualifier events into Tournament Group responsibilities.
Version 7 Xx mth yyyy	Updated upon incorporation to reflect revised terminology and requirement to approve some items at a General Meeting.