

CANBERRA CROQUET CLUB STRATEGIC PLAN: 2018-2023

PURPOSE – To be one of the best croquet clubs in Australia

VISION – Valued members, playing and enjoying good croquet

WE WILL ACHIEVE THIS BY:

- Providing great lawns, equipment and clubhouse.
- Nurturing an active well-run club of friendly, inclusive, skilled and competitive members.

OUR PRIORITIES:

1. Develop and sustain an active membership
2. Promote and support excellence in competition and play
3. Develop and maintain high quality lawns, facilities, equipment and clubhouse
4. Ensure a well-run club with sound financial management, good governance and effective communication

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PROGRESS WITH IMPLEMENTATION DURING 2018-19

Priority	Strategy	Performance Measures	2019 Response
1. Develop and sustain an active membership			
A. Determine an optimum membership level	<ul style="list-style-type: none"> conduct member survey(s) annually Research other club membership 	5-year membership targets in place	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Committee sets membership target of 120-130 members in December 2018 Member survey conducted November 2018 - https://canberracroquet.org.au/members/resources/survey <p><u>2019-20</u></p> <ul style="list-style-type: none"> Committee confirms membership target of 120-130 members in August 2019 No member survey conducted in 2019-20 <p><u>2019-20</u></p> <ul style="list-style-type: none"> Committee confirms membership target of 120-130 members in September 2020 Member survey conducted in December 2020-January 2021 - https://canberracroquet.org.au/members/resources/survey
B. Recruit and retain members	<ul style="list-style-type: none"> Develop a recruitment strategy and monitor success (eg U3A, Come+Try, Introductory Coaching, twilight GC, twilight gateball, etc) 	Recruitment strategy in place	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Playing Committee adopts 2019 Coaching Calendar in January 2019, which includes Come & Try, U3A and Introductory coaching courses through 2019 <p><u>2019-20</u></p> <ul style="list-style-type: none"> Playing Committee adopts 2020 Coaching Calendar in January 2020, which includes Come & Try, U3A and Introductory coaching courses through 2020 <p><u>2020-21</u></p> <ul style="list-style-type: none"> Playing Committee adopts 2021 Coaching Calendar in March 2021. Does not include Come & Try, U3A and Introductory coaching courses due to recruitment freeze introduced in late 2020 due to strong membership numbers (currently at 136 members) and strong lawn demand due to Covid-19 travel restrictions meaning many members less frequently away from home.
		Membership targets achieved	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Membership as at 15 May 2019 was 138 members. <p><u>2019-20</u></p>

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			<ul style="list-style-type: none"> Membership as at 2 June 2020 was 127 full members and 2 social members <p><u>2020-21</u></p> <p>Membership as at 1 June 2021 was 136 full members and 6 social members</p>
C. Encourage and facilitate members playing all mallet disciplines	<ul style="list-style-type: none"> delivery of playing options (croquet, golf croquet, gateball) in annual calendar, social draws & special events seek member views on playing opportunities & preferences deliver regular social activities 	Regular social playing calendar to suit member preferences and skills	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Weekly schedule of draws in place <p><u>2019-20</u></p> <ul style="list-style-type: none"> Weekly schedule of draws in place Playing Committee reviewed current draw arrangements and relativity of AC, GC and Gateball draws in August 2019. Existing draws retained and new Monday afternoon GC draw added. <p><u>2020-21</u></p> <ul style="list-style-type: none"> Weekly schedule of draws in place Playing Committee reviewed current draw arrangements and relativity of AC, GC and Gateball draws in September 2020. Draw mixture varied with relative demand by discipline (4 x AC draw – down 1; 6 x GC draws – up 1; 2 x GBL draws – up 1).
		Players increase skill level and variety of mallet sports played	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Skills development/coaching provided in Gateball (in lead up to Tavender Trophy) and GC (1st Division squad; coaching for Division 1, 2 and 3 pennants teams) 2019 Coaching Calendar provides for coaching modules for AC and GC <p><u>2019-20</u></p> <ul style="list-style-type: none"> Skills development/coaching provided in Gateball (in lead up to Tavender Trophy) and GC (1st Division squad; coaching for Division 1, 2 and 3 pennants teams) 2020 Coaching Calendar provides for coaching modules for AC and GC Additional AC instruction for beginners provided at Tuesday afternoon AC draw, and through Thursday afternoon AC coaching sessions. <p><u>2020-21</u></p> <ul style="list-style-type: none"> 2021 Coaching Calendar provides for coaching modules for AC, GC and GBL Coaching modules for members being delivered as per 2021 Coaching Calendar

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			<ul style="list-style-type: none"> A number of players in GC and AC have lowered/improved their handicaps during the year.
		<p>Organisation support (eg tournament managers, coaching support) in place</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Club hosted one Gateball NSW event. Tournament manager appointed Coaching support – see comments on 2019 Coaching Calendar above <p><u>2019-20</u></p> <ul style="list-style-type: none"> Club hosted 2 CNSW events (2019 GC Handicap Championships – 18-22 September and 2019 AC Bronze Medal – 5-6 October). Tournament managers appointed. Coaching support – see comments on 2020 Coaching Calendar above <p><u>2020-21</u></p> <ul style="list-style-type: none"> Club hosted 2 CNSW events (GC Gold Broach and GC Division 2 Doubles & Singles) plus Regional Qualifiers for 2 other CNSW events. The Club provided the Tournament Managers and Referees for these events. Coaching support – see comments on 2021 Coaching Calendar above
		<p>Annual survey of playing preferences</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Survey of members conducted in late 2018 asked questions about playing preferences (eg mallet disciplines, frequency of play) <p><u>2019-20</u></p> <ul style="list-style-type: none"> No annual survey of members undertaken in 2019-20 In August 2019 member views were sought on weekly draw <p><u>2020-21</u></p> <ul style="list-style-type: none"> Survey of members conducted in December 2020-January 2021 asked questions about playing preferences (eg mallet disciplines, frequency of play)
		<p>Regular social activities held (eg Twilight croquet, club special events, BBQs, annual dinner)</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Twilight draws in place (Gateball on Fridays; GC on Wednesdays) Club special events as per annual calendar (ie Tony Hall Cup in August 2018, Tavender Trophy in March 2019) BBQs on a case-by-case basis (Tavender Trophy, Club Birthday) Annual dinner held on 26 May 2019 <p><u>2019-20</u></p>

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			<ul style="list-style-type: none"> • Twilight draws in place (Gateball on Fridays; GC on Wednesdays) • Club special events as per annual calendar (ie Tony Hall Cup in August 2019 and June 2020, Xmas Party in December) • BBQs on a case-by-case basis (eg Club Birthday) • A number of Club special events cancelled due to Covid-19 restrictions (ie Tavender Trophy, annual dinner) <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Twilight draws in place (Gateball on Fridays; GC on Wednesdays) • Club special events as per annual calendar (ie Xmas Party in December) • Other events on a case-by-case basis (eg cake cutting held for Club Birthday on 6 March 2021)
D. Encourage and acknowledge member contributions	<ul style="list-style-type: none"> • Recognise voluntary contributions in newsletters (eg club, CNSW, ACA) and through regular announcements to members thanking volunteers • Seek external recognition of club members contributions to croquet in Australia 	Record of any public recognition gained	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Posts on Club Facebook page and club website “what’s new” section; monthly President’s Updates <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Posts on Club Facebook page and club website “what’s new” section; monthly President’s Updates • Peter Freer was nominated for and won the CNSW Golden Mallet Award for NSW Club member making a significant contribution to the sport • Ralph Richardson was nominated for an ACT Volunteering 2020 Volunteering award <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Posts on Club Facebook page and club website “notices” section; regular President’s and Captain’s Updates circulated via email. • Andrew Davies was nominated for the 2020 CNSW Golden Mallet Award for NSW Club member making a significant contribution to the sport
		Volunteers satisfied their contributions are valued	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Volunteer roles recognised on club noticeboard and through acknowledgements in Annual Reports and President’s Updates <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Volunteer roles recognised on club noticeboard and through acknowledgements in Annual Reports and President’s Updates <p><u>2020-21</u></p>

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			<ul style="list-style-type: none"> • Volunteer roles recognised on club noticeboard and through acknowledgements in Annual Reports and President’s Updates
2. Promote and support excellence in competition and play			
<p>A. Aim to be the most successful competitive club in NSW</p>	<ul style="list-style-type: none"> • Encourage and support member entries in regional/state and national teams • Enter teams in NSW pennant events • Support coaching and training for club rep members • Develop a feasibility plan to build a junior development squad 	<p>Club identifies events in which to enter club teams by December each year</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • EOIs for GC Pennants circulated in early 2019 • Gateball teams determine participation on an event-by-event basis <p><u>2019-20</u></p> <ul style="list-style-type: none"> • EOIs for GC Pennants circulated in early 2020. Events subsequently postponed until September-December due to Covid-19 restrictions. • Gateball teams determine participation on an event-by-event basis <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Club entered the 2020 GC Division 2 and 3 Pennants competitions but these were cancelled due to Covid-19 restrictions. • Club played in the 2020 GC Division 1 Pennants Finals in Oct 2020 and although equal 1st on test wins finished 3rd on match wins • Club is now competing in the 2021 GC Pennants • Gateball teams determine participation on an event-by-event basis
		<p>Canberra teams achieve finals in all GC Pennants Divisions</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Club entered teams in the CNSW GC Division 1, 2 and 3 Pennants competitions. Division 1 team finished 4th. Other teams did not progress out of round robin qualifying blocks. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Club entered teams in the CNSW GC Division 1, 2 and 3 Pennants competitions this year. Events subsequently postponed due to Covid-19 restrictions. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Club entered the 2020 GC Division 2 and 3 Pennants competitions but these were cancelled due to Covid-19 restrictions • Club played in the 2020 GC Division 1 Pennants Finals in Oct 2020 and although equal 1st on test wins finished 3rd on match wins • Club has entered teams in the 2021 CNSW GC Division 2 and 3 Pennants competitions and is now playing Regional Qualifiers. • Club will enter team in 2021 CNSW GC Division 1 Pennants due to be played in October 2021 • Club has entered team in 2021 CNSW AC Premier Pennants and will play finals in July 2021

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		<p>Canberra members represented in major state & national competitions</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Canberra members and teams entered a number of state and national AC, GC and Gateball events in 2018-19 • Canberra members selected in NSW AC and GC teams • Canberra played in the World Gateball Championship in Brazil in Sept 2018 • Canberra members played in 2019 World Women’s GC Championship <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Canberra members and teams entered a number of state and national AC, GC and Gateball events in 2019-20 • Canberra members selected in NSW AC and GC teams • Canberra members qualify for and play in 2019 GC World Championships and 2020 AC World Championships • Peter Freer was Tournament Referee for the 2020 World GC Teams Championship in January 2020 <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Canberra members and teams entered a number of state and national AC, GC and Gateball events in 2020-21. • Canberra members selected in NSW AC and GC teams, although the GC team did not compete in September 2020 and the AC team did not compete in March 2021 due to covid-19 restrictions
		<p>Feasibility plan for junior development squad by end 2018</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Club hosted 2 hiring sessions for Radford College in early 2019 • Committee considering proposal for schools competition/coaching module in 2019. Proposal still in development. • Canberra members successfully compete in 2019 GC Australian Under 21 Championships <p><u>2019-20</u></p> <ul style="list-style-type: none"> • No further action due to other priorities. • Canberra members win singles and doubles titles at 2020 GC Australian Under 21 Championships <p><u>2020-21</u></p> <ul style="list-style-type: none"> • No further action due to other priorities.
<p>B. Promote and support competition</p>	<ul style="list-style-type: none"> • Implement and review an annual club competition program 	<p>Club competition program implemented, supported and run</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Annual handicap and “open” club AC and GC competitions run as per annual calendar of events

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opportunities for all club members	<ul style="list-style-type: none"> • Support coaching and skill development for members focusing on preparation for events • Host regional and State events as appropriate • Develop skill base to support events (eg managing, umpiring, refereeing, etc) 	<ul style="list-style-type: none"> • Number of entrants in events down slightly on 2017-18 numbers <u>2019-20</u> • Annual handicap club AC and GC competition run as per annual calendar of events • Annual “open” club AC and GC competitions cancelled due to Covid-19 restrictions • 2020 Tony Hall Cup held on 27 June • 2020 Tavender Trophy (GB) postponed from March to latter half of 2020 due to Covid-19 restrictions
	Host at least 2 identified regional/state events each year	<ul style="list-style-type: none"> • <u>2020-21</u> • Annual handicap and “open” club AC and GC competition run as per annual calendar of events. Number of entrants slightly up on 2019-20 numbers • 2020 Tavender Trophy (GB) held on 25 October • 2021 Tony Hall Cup to be held in 2nd half of 2021
	Club supports relevant events	<ul style="list-style-type: none"> • <u>2018-19</u> • Club hosted 2018 NSW Gateball Championships (16-18 November) • <u>2019-20</u> • Club hosted 2019 CNSW GC Handicap singles & doubles championships (18-22 September) and 2019 CNSW AC Bronze Medal (5-6 October) • <u>2020-21</u> • Club hosted 2 CNSW events (GC Gold Broach and GC Division 2 Doubles & Singles) plus Regional Qualifiers for 2 other CNSW events
		<ul style="list-style-type: none"> • <u>2018-19</u> • Club makes lawns available to host CNSW and NSW Gateball events • Canberra members take on Tournament Manager and Tournament Referee roles (eg Judy Tier for 2018 NSW Gateball Championships) • <u>2019-20</u> • Club makes lawns available to host CNSW events • Club provided Tournament Manager and Tournament Referees for these events (ie Ralph Richardson, Adrienne Fazekas & Peter Freer for GC events; Stephen Richards for AC event) • <u>2020-21</u> • Club made lawns available to host 2 CNSW events plus Regional Qualifiers for 2 other CNSW events

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			<ul style="list-style-type: none"> • Club provided Tournament Manager and Tournament Referees for both CNSW events
		<p>Club participates in agreed events</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Canberra teams participate in GC Pennants and Gateball events <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Canberra players participate in state and national Gateball events • Canberra teams enter 2020 CNSW GC Pennants events in February but events subsequently deferred to Sep-Nov 2020 due to Covid-19 restrictions. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Canberra players participate in state Gateball events • Canberra teams entered 2020 and 2021 CNSW GC Pennants and 2021 CNSW AC Premier Pennants
		<p>Coaching qualifications for at least 2 members each year</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • The Club has: <ul style="list-style-type: none"> ○ 4 AC qualified coaches with accreditations expiring in 2020 and 2022 ○ 9 GC qualified coaches with accreditations expiring in 2020 and 2022 ○ 1 GB qualified coach with accreditation expiring in 2022 ○ 4 Ricochet qualified coaches with accreditation expiring in 2020 and 2022 ○ 9 CCC coaches attended CNSW Coaching Update Workshops and one member acquired Gateball Accreditation <p><u>2019-20</u></p> <ul style="list-style-type: none"> • The Club has <ul style="list-style-type: none"> ○ 4 AC qualified coaches, with accreditations expiring for 2 in 2020 and 2 in 2022 ○ 9 GC qualified coaches, with accreditations expiring for 3 in 2020 and 6 in 2022 ○ 1 GB qualified coach with accreditation expiring in 2022 ○ 4 Ricochet qualified coaches, with accreditation expiring for 3 in 2020 & 1 in 2022 • No new members were accredited in any mallet discipline during the year. <p><u>2020-21</u></p>

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			<ul style="list-style-type: none"> • The Club has <ul style="list-style-type: none"> ○ 3 AC qualified coaches, with accreditations expiring for 1 in 2022 and 2 in 2025 ○ 8 GC qualified coaches, with accreditations expiring for 2 in 2022 and 6 in 2025 ○ 1 GB Level 2 qualified coach with 3 GB Level 1 qualified coaches with accreditation expiring in 2023 ○ 1 Ricochet qualified coach, with accreditation expiring in 2025
		<p>Referee qualifications for at least 1 member each year</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • 6 Canberra members are accredited AC referees. AC Referee Accreditation workshop held at Club on 17 June 2018. • 2 Canberra members are accredited GC referees and 2 other members are in training to become accredited GC referees. • 5 Canberra members are accredited Gateball referees and 1 other member is in training to become an accredited Gateball referee. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • 5 Canberra members are accredited AC referees. • 2 Canberra members are accredited GC referees and 3 other members are in training to become accredited GC referees. • 5 Canberra members are accredited Gateball referees and 2 other members are training to become accredited Gateball referees in 2020. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • 5 Canberra members are accredited AC referees, including 1 AC Examining Referee. • 2 Canberra members are accredited GC referees and 3 other members are in training to become accredited GC referees, including 1 GC Examining Referee and 1 GC Tutor Referee. • 1 Canberra member is a Level 1 GB accredited referee and 3 Canberra members are Level 2 GC accredited referees with one member awaiting a practical exam.
<p>C. Improve player skills across all</p>	<ul style="list-style-type: none"> • Develop skills development opportunities across all disciplines 	<p>AC, GC and Gateball learning opportunities for existing players</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Gateball coaching courses conducted in lead up to Tavender Trophy

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croquet disciplines			<ul style="list-style-type: none"> • Members interested in learning Gateball are able to attend Sunday afternoon Gateball draw • AC “high-rollers” play on Tuesday afternoon club draw <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Gateball coaching courses held in February 2020 prior to Tavender Trophy, which was subsequently not held due to Covid-19 restrictions • Members interested in learning Gateball are able to attend Sunday afternoon Gateball draw • Skills development/coaching provided in GC (1st Division squad; coaching for Division 1, 2 and 3 pennants teams) • Additional AC instruction for beginners provided at Tuesday afternoon AC draw, and through Thursday afternoon AC coaching sessions. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Coaching and skills development for members delivered as set out in 2021 Coaching Calendar. • Gateball coaching courses held in Sep-Oct 2020 prior to 2020 Tavender Trophy • Members interested in learning Gateball are able to attend Sunday afternoon Gateball draw • Skills development/coaching provided in GC (1st Division squad; coaching for Division 1, 2 and 3 pennants teams) • Additional AC instruction for beginners provided at Tuesday afternoon AC draw, and through Thursday afternoon AC coaching sessions.
3. Develop and maintain high quality lawns, facilities, equipment and clubhouse			
A. Improve the quality and amenity of the Clubhouse, lawns & member facilities	<ul style="list-style-type: none"> • Establish a program for capital works projects over the next 5+ years. • Obtain membership support for projects & priorities • Committee reviews and confirms capital work priorities 	<p>Initial capital works program developed by end 2018 to include options below</p> <ul style="list-style-type: none"> • Major lawn refurbishment 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Deferred pending implementation of new lawns contract in September 2018 and assessment by green keeper and Lawns Manager after 12 months on need and timing <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Additional work undertaken in February 2020 to repair damage caused by January hailstorm

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	at beginning of each financial year.		<ul style="list-style-type: none"> Major refurbishment deferred as current enhanced lawn contract appears to be producing improvement in overall lawn quality <p><u>2020-21</u></p> <ul style="list-style-type: none"> Major refurbishment deferred, and not projected to be required for at least the next 3-4 year, as current enhanced lawn contract appears to be producing improvement in overall lawn quality
		<ul style="list-style-type: none"> Clubhouse essential remediation 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Conditions Report and Hazardous Materials Survey conducted in July-August 2018 Action implemented in response to essential remediation needs identified by the Conditions Report (ie electrical works completed in April 2019, application for ACT Heritage grant for external painting of clubhouse lodged in May 2019, Committee sourcing concreting quotes for to repair trip hazard in footpath) <p><u>2019-20</u></p> <ul style="list-style-type: none"> External painting and remediation work recommended by August 2018 Conditions Report completed in December 2019. Repairs to clubhouse necessitated by damaged caused by January 2020 hailstorm (ie removal and replacement of broken roof tiles, repair of water damaged sections of interior ceiling, other external repairs to paint work, broken windows, verandah covering) are ongoing. Works being progressed in conjunction with Club’s insurer under terms of Club’s building insurance policy. <p><u>2020-21</u></p> <ul style="list-style-type: none"> Repairs to clubhouse necessitated by damaged caused by January 2020 hailstorm (ie removal and replacement of broken roof tiles, repair of water damaged sections of interior ceiling, other external repairs to paint work, broken windows, verandah covering) undertaken between Feb-May 2021 and now complete following sign off of insurance claim. Need for repairs to external fascia and mouldings identified and scheduled to be undertaken during 2021-22. Minor electrical and plumbing repairs undertaken.
		<ul style="list-style-type: none"> Clubhouse improvements and additions 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Committee has endorsed consideration of extension to clubhouse to provide greater storage, increased toilet access, disabled access.

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			<p>Proposal and preliminary plans to be submitted to members for consideration at July 2019 AGM</p> <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Preliminary plans noted by members attending AGM noting that Committee need to obtain planning approvals from ACT Government and NCA. • Committee determined that while it would investigate potential to advance project with ACT Government and NCA it would not make any financial commitment to commence works on a building extension without further consultation with members first. • As the clubhouse is a heritage listed building, the Committee discussed design concept with ACT Heritage, which provided preliminary approval of design concept in March 2020 but has requested a more detailed plan including details of building materials to be used, noting that once ACT Heritage approval is obtained the Club would still need to obtain ACTPLA and NCA planning approval. • Committee liaising with heritage architect to obtain additional information requested by Heritage ACT. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • ACT Heritage Council approved draft plans and schedule of materials to be used for construction of the extension. • Preliminary plans finalised and indicative costing obtained. • Plans and financial implications submitted to members for consideration at Special General Meeting held on 28 April 2021. Members voted to proceed with clubhouse extension project. • Heritage architect engaged by Club has obtained NCA approval for the project design and plans. • Heritage architect undertakes tender of builders to undertake the project in 2022 calendar year (subject to confirmation of financial contribution from ACT Government) • Club drafting grant application for capital works funding from ACT Government for submission in July 2021.
		<ul style="list-style-type: none"> • Provision of lighting 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Lighting identified as second tier priority after remediation works for existing clubhouse and possible extension of clubhouse.

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			<ul style="list-style-type: none"> Lighting to be included in any Development Approval application for works on clubhouse <p><u>2019-20</u></p> <ul style="list-style-type: none"> As Above <p><u>2020-21</u></p> <ul style="list-style-type: none"> Lighting identified as second tier priority after remediation works for existing clubhouse and possible extension of clubhouse. Given financial commitment necessary to proceed with clubhouse extension project it was recognised that Club would need some years to rebuild its level of financial reserves to support the project. Heritage architect advised that even if Lighting was included in Development Approval as part of clubhouse extension project it would be necessary to re-apply for approval at a later time if Lighting component not proceeded with as part of approved project. Accordingly, Committee decided not to include Lighting in Development Approval for works on clubhouse
		<ul style="list-style-type: none"> Possible extension of north end of lawns 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Occurring as part of lawns maintenance. Will occur over time during annual renovation to ensure lawn remains flat. Unrestricted expansion north end of lawns is prevented by lease <p><u>2019-20</u></p> <ul style="list-style-type: none"> As above <p><u>2020-21</u></p> <ul style="list-style-type: none"> As above
		<ul style="list-style-type: none"> Possible 4th lawn 	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Currently prevented by lease. Considered a second-tier priority after maintenance and possible extension of existing clubhouse <p><u>2019-20</u></p> <ul style="list-style-type: none"> As above. NFA in this 12-month period <p><u>2020-21</u></p> <ul style="list-style-type: none"> Committee initiated discussions about obtaining access to additional lawns. In February 2021, discussions with ACT Sport & Recreation indicated that no new land currently available for this purpose. ACT Sport & Recreation encouraged Club to speak to other facility

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			<p>owners/managers with venues suitable for croquet and gateball to discuss potential access.</p> <ul style="list-style-type: none"> In April-June 2021, Committee members have initiated discussions with National Hockey Centre in Lyneham, Belconnen Bowls Club (BBC) at Hawker and Canberra Bowls Club (CBC) at Forrest. Some interest in further discussions has been expressed by BBC and CBC. Discussions will continue in 2021-22.
		Undertake survey and communicate regularly with members on options	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Member survey conducted in late 2018 and results circulated to members in early 2019 Survey results posted on website. Committee consideration of findings recorded in Committee meeting minutes <p><u>2019-20</u></p> <ul style="list-style-type: none"> Wide-ranging member survey not undertaken in 2019-20 Member views were sought on possible variations to schedule of weekly draws in August 2019. <p><u>2020-21</u></p> <ul style="list-style-type: none"> Member Survey conducted in late 2020/early 2021. Committee consideration of findings recorded in Committee meeting minutes. Survey results circulated to members and placed on Club website in May 2021
		Annual priorities established	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Committee determined priorities for 2018-19 in second half of 2018. Priorities to be reviewed in July 2019 by incoming Committee <p><u>2019-20</u></p> <ul style="list-style-type: none"> Committee confirmed intent to progress priorities set out in 2018-2023 Strategic Plan in August 2019 <p><u>2020-21</u></p> <ul style="list-style-type: none"> Committee confirmed intent to progress priorities set out in 2018-2023 Strategic Plan in September 2020. Immediate focus for this financial year was effective implementation of covid-safe policy for Club and members; completion of clubhouse repairs caused by January 2020 hailstorm; and progressing clubhouse extension project
B. Maintain lawns and equipment to an	<ul style="list-style-type: none"> Ensure lawn contractor develops and maintains high quality lawns 	New lawn contract in place	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Contract in place and being managed by Club Lawns Manager <p><u>2019-20</u></p>

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acceptable standard	<ul style="list-style-type: none"> • Maintain lawn rolling, line marking and other maintenance activities to ensure a quality playing surface. • Review equipment annually and develop a replacement program 		<ul style="list-style-type: none"> • In August 2019, Committee agreed to extend contract with current provider for a further 12 months. • June 2020, Committee agreed to a further 12-month extension of contract at rate of \$23,000 plus GST. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Contracted implemented satisfactorily through 2020-21. Lawn Manager to make recommendation to Committee in July 2021 in relation to further extension of contract with current greens keeper noting that the upcoming contract renewal will be at the increased rate of \$24,000 plus GST.
		Maintain lawn rolling, line marking and maintenance activities	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Rolling roster in place • Line marking conducted on an “as required” basis • Maintenance conducted as required (eg replacement of hot water system in late 2018; fix my street requests submitted re uneven paving and damage to park benches, etc) <p><u>2019-20</u></p> <ul style="list-style-type: none"> • As above • Cleaning roster for clubhouse in place and regularly updated <p><u>2020-21</u></p> <ul style="list-style-type: none"> • As above • Cleaning roster for clubhouse in place and regularly updated • Repairs arising from January 2020 hailstorm completed. After obtaining necessary ACT Heritage approvals work commenced in January 2021 and completed in May 2021. Club’s insurance claim finalised • Routine electrical and plumbing repairs undertaken • Grant application for 2021 ACT Heritage Grant for repairs to deteriorating fascia and mouldings on external walls submitted. Work to be undertaken in 2021-22.
		Working bees held twice yearly	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Committee has not determined a need for a working bee in 2018-19 <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Working bee conducted in early February 2020 to clean up green litter around clubhouse caused by January hail storm <p><u>2020-21</u></p>

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		<p>Trades, assistance engaged as necessary</p>	<ul style="list-style-type: none"> • Committee has not determined a need for a working bee in 2020-21 <p><u>2018-19</u></p> <ul style="list-style-type: none"> • Eric Martin & Associates engaged to provide heritage architectural and project management expertise for clubhouse renovations • Electrician engaged to undertake essential electrical maintenance work <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Professional painter engaged to undertake painting of clubhouse exterior • Electrician engaged for additional electrical maintenance work. • Club member (Ralph Richardson) undertakes levelling of uneven pavers on footpath running along southern edge of lawn. • Professional builders engaged by Club insurers to undertake repair work on clubhouse caused by January 2020 hailstorm. Work still to commence pending heritage clearance of materials to be used and confirmation of builder by insurer • Eric Martin & Associates provide heritage architectural and project management expertise for clubhouse extension project <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Electrician and plumber engaged for routine electrical and plumbing maintenance and repair work. • Professional builders complete repair work on clubhouse caused by January 2020 hailstorm • Eric Martin & Associates provide heritage architectural and project management expertise for clubhouse extension project
		<p>Equipment replacement program developed</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • No formal program in place • Playing Committee has developed a program for replacement of balls which is fed into annual budget <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Fire extinguishers in the clubhouse replaced in November 2019 and 6-monthly servicing program put in place. • Club purchases defibrillator in May 2020 with matching funding provided by ACT Government’s 2020 Community Sport and Recreation Development Program grant.

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			<ul style="list-style-type: none"> In June 2020, Committee agreed to implement Playing Committee recommendations on the use of a \$5000 prize for sports equipment on the purchase of new croquet balls and mallets, maintenance of hoops, purchase of coaching equipment, and purchase of Gateball balls, mallets and equipment. This expenditure supplements the Club’s annual equipment budget of \$1500 <p><u>2020-21</u></p> <ul style="list-style-type: none"> Major Playing Committee equipment purchases for the year from its annual “equipment” budget were: a new set of Quadway hoops; powder coated hoop tops; 4 new “demonstration” mallets; new timers; and a camera tripod & large whiteboard for coaching activities.
C. Maintain clubhouse to an acceptable standard of hygiene, orderliness and safety	<ul style="list-style-type: none"> Ensure there is a regular cleaning program Hold working bees to keep clubhouse neat and clean 	Regular cleaning arrangement in place	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Club members provide cleaning services as per agreed roster To be supplemented by working bees in 2019-20 <p><u>2019-20</u></p> <ul style="list-style-type: none"> Cleaning roster for clubhouse in place and regularly updated Working bee conducted in early February 2020 to clean up green litter around clubhouse caused by January hail storm. Club’s Return to Play in a Covid-Safe Environment Plan (May 2020) reinforced need for members to follow good hygiene practices while at the Club. Additional hygiene products (eg hand sanitisers, etc) available in clubhouse for member use to assist good hygiene <p><u>2020-21</u></p> <ul style="list-style-type: none"> Cleaning roster for clubhouse in place and regularly updated Club’s Return to Play in a Covid-Safe Environment Plan (March 2021) reinforced need for members to follow good hygiene practices while at the Club
		At least 2 working bees per year	<p><u>2018-19</u></p> <ul style="list-style-type: none"> Committee has not determined a need for a working bee in 2018-19 <p><u>2019-20</u></p> <ul style="list-style-type: none"> Cleaning roster for clubhouse in place and regularly updated Working bee conducted in early February 2020 to clean up green litter around clubhouse caused by January hail storm <p><u>2020-21</u></p> <ul style="list-style-type: none"> Committee has not determined a need for a working bee in 2020-21

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<p>D. Plan for future growth of Croquet in the ACT</p>	<ul style="list-style-type: none"> • Examine Options To Grow Croquet In The ACT And Surrounds (Eg Subsidiary/Allied Club, More Lawns Etc) 	<p>Options for croquet growth by 2020</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • No formal work yet commenced by Committee • Committee considering proposal for schools competition/coaching module in 2019. Proposal still in development <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Playing Committee asked to develop proposal for schools competition/coaching module. No further work due to other priorities and onset of playing restrictions in late 2019 and early 2020 caused by bushfire smoke, hail damage to lawns and Covid-19 restrictions <p><u>2020-21</u></p> <ul style="list-style-type: none"> • No further action in 2020-21. • Not identified as a priority given strong membership numbers. In fact, freeze on recruitment due to high membership and high demand for lawn access by members. • For further consideration in 2021-22
<p>4. Ensure a well-run club with sound financial management, good governance and effective communication</p>			
<p>A. Sound Financial management and sustainability</p>	<ul style="list-style-type: none"> • Financial planning & reporting support the committee in discharging their fiduciary duties. • Additional revenue sought for projects (if necessary) while retaining affordable subscriptions 	<p>Rolling 5-year financial forward plan updated annually</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Annual budget in place • Do not plan to introduce a 5-year rolling financial forward plan in the short to medium term <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Annual budget in place • Draft budget for 2020-21 developed that considers potential impacts of Covid-19 restrictions on Club annual revenues and expenditures <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Annual budget in place • Draft budget for 2021-22 developed, with budget to be revised following outcome of ACT Government consideration of Club’s application for a 2021 Capital Assistance Program grant of up to \$200,000 which is expected to be submitted in July 2021. Successful applicants will be notified towards the end of the 2021 calendar year. • Club sets up 2 tax deductible accounts through Australian Sports Foundation to encourage increased donations as a revenue stream for the Club

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	<p>Investigate available grants for Club activities works program</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Application for ACT Heritage grant to help meet costs of remedial works on existing heritage listed clubhouse submitted in May 2019 • Club to apply for ACT Sport & Recreation grant to help purchase defibrillator in 2019-20 funding round. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Application for 2019 ACT Heritage grant (\$6000) to assist with costs of external painting and remedial work on clubhouse exterior was unsuccessful • Application for 2020 Community Sport and Recreation Development Program grant (\$1000) to assist with purchase of defibrillator was successful. Defibrillator purchased in May 2020. • In June 2020, Committee decides not to bid for grants to support any clubhouse extension project until plans and costings are finalised, members endorse proceeding with the project, and planning approvals obtained, noting this may take an additional 12 months to progress. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • In April 2021, submitted application for 2021 ACT Heritage grant (\$3500) to assist with costs of repairs to deteriorating fascia and mouldings on external clubhouse walls. Successful applicants to be notified in October 2021. • In July 2021, Club expects to apply for a 2021 Capital Assistance Program grant of up to \$200,000 for the clubhouse extension project. Successful applicants will be notified towards the end of the 2021 calendar year
	<p>Maintain hiring revenue at agreed levels</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Annual budget forecasts hiring revenue at \$7500 (approximately 20% of annual club revenue) • Club hiring coordinator and member volunteers actively support all hiring inquiries and requests <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Annual budget forecasts hiring revenue at \$6500 – expecting hirings to continue at similar levels to 2019-2020 but will review forecast should any Covid-19 restrictions impact on hiring revenue in 2020-21. Committee agrees to increase hiring cost to \$120 per lawn per hour.

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			<ul style="list-style-type: none"> • Club hiring coordinator and member volunteers actively support all hiring inquiries and requests <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Annual budget forecasts hiring revenue at \$7000 – due to uncertainty about impact of Covid-19 restrictions on hiring revenue in 2020-21. • Increased hiring fees from \$100 to \$120 per lawn per hour with a minimum charge of \$240 per hiring. • Number of hiring sessions very similar to those conducted in 2019-20. Hiring revenue generated approximately \$8990. • Club hiring coordinator and member volunteers actively support all hiring enquiries and requests • New online Hiring Form developed to expedite bookings.
B. Good governance and efficient administration	<ul style="list-style-type: none"> • Update records management capability • Maintain constitution/club rules in line with best practice principles for good governance • Annual review of strategic plan • Plan for succession of office bearers 	Review records management arrangements and use of tools (eg Dropbox)	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Committee reviewing and rationalising documents required in hard copy (in filing cabinet & “red book”) and electronic form (ie dropbox). <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Filing cabinet content rationalised • Dropbox information storage reviewed with new hierarchy of sub-directories adopted to assist information storage • Website content being updated as required (eg coaching materials updated; new and updated policies added; historical annual reports added; etc) <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Dropbox information storage being regularly reviewed and new items added as required (eg all insurance documentation added in 2020-21) • Website content updated as required (eg coaching materials updated; new and updated policies added; historical annual reports added; etc)
		Constitution and Club governance compliant with ACT legislation, CNSW and ACA	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Club constitution currently compliant • Constitution to be reviewed in 2019-20 following proposed amendments to CNSW Constitution to ensure continued compliance <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Club constitution currently compliant • CNSW did not proceed with amendments to CNSW Constitution during 2019-20 so no consequent review of Club Rules required

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		<p><u>2020-21</u></p> <ul style="list-style-type: none"> • Club constitution currently compliant • CNSW now expected to proceed with amendments to CNSW Constitution during 2021-22 so no consequent review of Club Rules required at this time • In April 2021, Committee reviews Club’s performance against 4 capability areas of the Australian Sports Commission’s Game Plan tool (ie finance; workforce; strategy, roles & responsibilities; governance), which is being used by Croquet Australia to assist affiliated croquet clubs improve their administrative capability and resilience. Club assessed as “developed” or “developing” against these capabilities but assessment noted potential for additional performance improvement. It was recommended this work be taken forward by Committee in 2021-22.
	Strategic Plan reviewed and annual priorities confirmed	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • 2018-2023 Strategic Plan adopted by Committee in November 2018 • Committee regularly monitoring progress with implementation • In-coming Committee to review priorities in July 2019 <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Committee reviewed plan and confirmed priorities at September 2019 meeting. • Committee regularly monitoring progress with implementation. Strategic Plan implementation is a standing item on Committee meeting agendas <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Committee reviewed plan and confirmed priorities at September 2020 meeting. • Committee regularly monitoring progress with implementation. Strategic Plan implementation is a standing item on Committee meeting agendas
	Committee positions filled with a blend of experienced and new members	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Committee has called for new members for Committee and Playing Committee in lead up to 2019 AGM <p><u>2019-20</u></p> <ul style="list-style-type: none"> • 3 new members joined the Committee • 2 new members joined the Playing Committee

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			<p><u>2019-20</u></p> <ul style="list-style-type: none"> • Committees for 2021-22 to be elected at 2021 AGM on 3 July 2021
C. Member wellbeing and safety	<ul style="list-style-type: none"> • Establish and promote a Member Protection Policy • Ensure club safety policy is up to date and safety officer appointed 	Develop Member Protection Policy in line with CNSW and Croquet Australia policies by December 2018	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Member Protection Policy (MPP) drafted with reference to CNSW and ACA policies and endorsed by Committee in May 2019 • Seeking endorsement of Policy by members at 2019 AGM <p><u>2019-20</u></p> <ul style="list-style-type: none"> • MPP adopted by vote of Club members at 2019 AGM (6 July) <p><u>2020-21</u></p> <ul style="list-style-type: none"> • In March 2021, Club adopts Croquet Australia’s Trans & Gender Diverse Policy as Club policy. Policy added to Club website.
		Train MPIO Officers	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Club has 3 MPIO officers – Kate McLoughlin, Jan Marshall & Peter Dale – all of whom have completed accredited training courses <p><u>2019-20</u></p> <ul style="list-style-type: none"> • One complaint about member behaviour investigated and resolved in accordance with MPP <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Ian Donald completed the accredited training courses and has been appointed as an additional MPIO along with Kate McLoughlin and Jan Marshall • 4 complaints about member behaviour resolved in accordance with MPP
		Appoint Complaints Officer	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Club has appointed 2 Dispute Resolution Officers – Peter Dale & Jan Marshall. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • As above <p><u>2020-21</u></p> <ul style="list-style-type: none"> • As above
		Inform members of policies and procedures	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Members are advised through monthly President’s updates • Information session provided to members at clubhouse on 1 June and at 2019 AGM. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • MPP added to Club website following 2019 AGM

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			<p><u>2019-20</u></p> <ul style="list-style-type: none"> • Trans & Gender Diverse Policy added to Club website in March 2021, and members notified of this fact in March President’s Update
	Club safety officer appointed		<p><u>2018-19</u></p> <ul style="list-style-type: none"> • No “safety officer” appointed at this time. Jill Golley is Club’s First Aid Officer. • Members encouraged to report any safety concerns to Committee members. <p><u>2019-20</u></p> <ul style="list-style-type: none"> • As above <p><u>2020-21</u></p> <ul style="list-style-type: none"> • As above • In January 2021, voluntary “Emergency Contact” list established at Club to enable Club members to contact a partner or family member in the event of a member experiencing a medical emergency at the Club
	Safety hazards identified and ameliorated		<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Following hazards identified: <ul style="list-style-type: none"> ○ July 2018 – asbestos containing materials in clubhouse. Asbestos Register established. Signage warning of presence of ACMs placed in clubhouse. ○ August 2018 – trip hazards on footpaths surrounding lawns. Uneven paving ground down where possible. Concreting remedial action for section of footpath on south side of lawns completed in October 2019. ○ November 2018 – electrical works identified as requiring repair fixed in March-April 2019 <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Following hazards identified: <ul style="list-style-type: none"> ○ December 2019 – in response to heavy smoke pollution due to bushfires, a Smoke Pollution policy and Air Quality Guidelines was adopted and disseminated to members. ○ January 2020 – following extensive damage to clubhouse caused by hailstorm the clubhouse was temporarily closed until mid-March pending interim repairs and removal of roof tiles and cleaning of site. Club working with insurers to finalise repairs.

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			<ul style="list-style-type: none"> ○ February 2020 – new fire extinguishers installed in clubhouse ○ March 2020 – in response to Covid-19 pandemic and in accordance with ACT Government rules the lawns and clubhouse were closed from late March-mid May. From mid-May play was permitted in accordance with the Club’s Return To Play in a Covid-Safe Environment Plan ○ First Aid Awareness <ul style="list-style-type: none"> ▪ First Aid Workshop for members held in November 2019 ▪ Defibrillator purchased and installed in clubhouse in April 2020 ○ Member health-check initiative <ul style="list-style-type: none"> ▪ MPIOs coordinated a call up of all Club members to check how they were going/coping with Covid-19 restrictions in April 2020 while clubhouse and lawns were closed <p><u>2020-21</u></p> <ul style="list-style-type: none"> ● Following hazards identified: <ul style="list-style-type: none"> ○ Throughout year – regular updates of Club’s “Return to Play in a Covid-Safe Environment Policy” in accordance with ACT government advice on level of Covid-19 restrictions. 6 March 2021 version of policy still current and on Club website. Members updated of changes to policy throughout the year through President’s Updates. ○ December 2020 – in response member falling ill at lawns, Club introduced a voluntary “Emergency Contact” list at the Club that would enable Club members to contact nominated partner or family member in the event a member experienced a medical emergency while at the Club. ○ February 2020 – after a member cut their hand/arm trying to close a stiff door on a Club storage shed the door was rehung to reduce the risk of similar accidents.
<p>D. Targeted promotion of the Club and its activities</p>	<ul style="list-style-type: none"> ● Promotion of the club to the community through web & other media. ● Identify major celebratory events over the next 5 years 	<p>Regular information about Canberra competitive and representative successes in croquet publications, local press and media</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> ● No progress to date ● Committee looking to appoint a member as a “Promotions/Publicity Officer” <p><u>2019-20</u></p>

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	<ul style="list-style-type: none"> • Update Club Promotion Policy 		<ul style="list-style-type: none"> • Regular postings on Club and CNSW Facebook pages about Club members’ successes, plus some information posted on Club website. • Come n Try promotion on Canberra Radio resulted in strong degree of interest from the Community. • Judy Tier agreed to take on role of Promotions/Publicity Officer in May 2020 <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Regular postings on Club and CNSW Facebook pages about Club members’ successes, plus some information posted on Club website. • Judy Tier continues in role as Publicity Officer and has secured some TV and radio interviews and newspaper coverage to promote the Club
		Media information about significant events	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • No progress to date <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Press release issued for 2019 NSW Gateball Championships hosted by the Club • Media coverage of Club arising from media coverage of the Club winning of Canberra Milk raffle (November 2019), and return to play following easing of Covid-19 restrictions (May 2020) <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Stories and images posted in Notices on website – CNSW Division 2 GC tournament, Tavender Trophy, Hiring story with CMAG and C/T article on Looking for Room. Items older than 1 year to Archives.
		Updated Promotion Policy in place	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • No progress to date • Committee looking to appoint a member as a “Promotions/Publicity Officer” <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Judy Tier agreed to take on role of Promotions/Publicity Officer in May 2020. • No further action to date <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Committee adopts policy setting out roles and responsibilities of Publicity Officer. Judy Tier performing functions of Publicity Officer.
E. Effective communication		Regular communication to members from Club Committee and Playing Committee	<p><u>2018-19</u></p>

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	<ul style="list-style-type: none"> • Ensure Club members are informed and involved with major club decisions, Club Committee and Playing Committee initiatives and activities • Update Club website to facilitate access to information 		<ul style="list-style-type: none"> • Monthly President’s reports on outcomes of committee meetings circulated by email and placed on website & noticeboard • Captain’s updates circulated as required by email to members <p><u>2019-20</u></p> <ul style="list-style-type: none"> • As above • In addition, special single-issue updates on hail storm damage to clubhouse (January-February 2020) and Covid-19 (March-June 2020) circulated to members as required <p><u>2020-21</u></p> <ul style="list-style-type: none"> • As above • In addition, special single-issue updates on clubhouse repairs required due to January hail storm (January-May 2021) and Covid-19 (July 2020-June 2021) circulated to members as required
		<p>Up to date and well used club website</p>	<p><u>2018-19</u></p> <ul style="list-style-type: none"> • Review of website pages and documents ongoing. • Website pages being updated as directed • Website “what’s new” page being updated with current tidbits of information <p><u>2019-20</u></p> <ul style="list-style-type: none"> • Review of website pages and documents ongoing. • New additions included: Member protection Policy (Oct 2019); Member Code of Behaviour (Oct 2019); update of membership regulations (Nov 2019); Smoke Pollution & Air Quality Guidelines (Jan 2020); updated introductory coaching modules for AC and GC (April 2020); Return to Play in a Covid-Safe Environment Plan (May 2020). • Zoom webinar on using Club calendar for lawn bookings conducted by Jamie Gumbrell. <p><u>2020-21</u></p> <ul style="list-style-type: none"> • Major review of the “look” of Club website undertaken by Judy Tier (Publicity Officer) and Jamie Gumbrell (Website Manager) and new website with “public” and “member only” content launched in August 2020 • New online Club Calendar booking system launched on website in January 2021. • New online Hiring Form developed to expedite bookings.

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			<ul style="list-style-type: none">• New additions included: Return to Play in a Covid-Safe Environment Plan (various and most recently in March 2021); and Trans & Gender Diverse Policy (March 2021).
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